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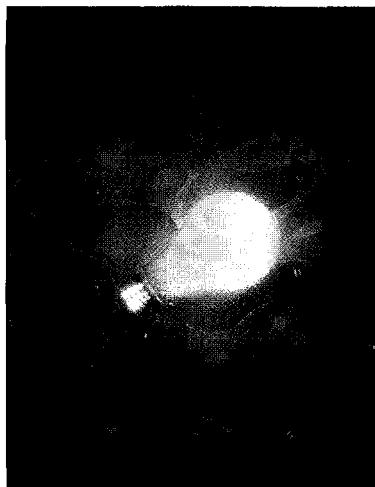


# EMPLOYEE SERVICES MANAGEMENT



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## Features

### **6 No-Cost, Low-Cost Employee Services**

Looking to start an employee services program or are you looking for new programs to offer employees? You can offer dozens of programs and services your employees will appreciate and enjoy—and best of all, they're not expensive!

*By Cynthia M. Helson*

### **11 Tips to Planning the Perfect Group Cruise Experience**

When you are working with employees' precious vacation time and money, you want to make the right decisions. Avoid making common mistakes by reading this article.

*By Holli Will and Scott Will*

### **13 Contractual Services: Solutions to the Risk Management and Quality Service Dilemma**

You've considered contracting some services out but you don't know where to begin. Look to this piece for guidance.

*By Garth S. McHattie, Ph.D.*

### **16 National Academy of Human Resources Installs 1995 Class**

See who was recognized for outstanding achievement in the human resources profession.

### **17 Regenerate the Spirit in Your Organization: Send a C.A.R.E. Package**

Delivering: C—Creative Communication, A—Atmosphere and Appreciation for All, R—Respect and Reason for Being, E—Empathy and Enthusiasm can make a difference in employee morale.

*By Barbara A. Glanz*

### **19 NESRA's 1996 President Gloria Roque, RVESRA, Says She'll Focus on Getting Members What They Need**

Gloria Roque, RVESRA, understands the value of our members and she wants to bring the best to you. Read about her plans to help NESRA grow strong.

*By Cynthia M. Helson*

## Departments

### **4 News in Brief**

### **28 Employee Store**

The Right  
Combination of Talent  
and Charm

*By Cynthia M. Helson*

### **24 Health Promotion**

Plenty of Themes Can  
Make Programming  
Fun

*By American Society for Health  
Care Marketing and Public  
Relations*

### **31 Buyer's Guide Update**

### **32 New Products**

### **36 Hands On**

Making Lunchtime  
Funtime

# Whew! You Did It!

by Cynthia M. Helson  
NESRA Director of Communications



I bet you did a smashing job coordinating festive holiday events for your employees. Well, it's time to treat yourself. Take a few minutes to indulge reading this month's issue of *Employee Services Management*. I think you'll enjoy quite a few pieces.

For starters, we're delivering exactly what many of you need to offer programs in this year's popular manner—on a tight budget. The cover story (page 6) will tell you how to start a program and how to keep presenting fresh offerings that don't cost a bundle.

Now many employees are actively pursuing their New Year's resolution to get fit but they may need a bit of a boost throughout the year to stay on target. This month's Health Promotion article features excerpts from The 1996 Calendar of Health Observances & Recognition Days. Use this calendar to theme your health programs.

To keep lunchtime seminars interesting, use the list of topics and activities to make lunchtime fun time (page 36) in our "Hands-on" department that will give you practical information you can use today.

You'll want to catch ESM's interview with NESRA's 1996 President Gloria Roque, RVESRA. Gloria makes it a point to meet many members at chapter meetings, regional conferences and national conferences. As president, she's especially geared toward listening to members and delivering what they need. Find out what she brings to NESRA.

You too can contribute to NESRA. If you've got a story idea or a possible author, give me a call. I'll be glad to listen.

Sincerely,

*Cynthia Helson*

Cynthia M. Helson  
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Individual reservations must be made directly with the Clarion Plaza by January 30, 1996. You must identify yourself as a NESRA attendee to receive the discounted room rate of \$99 single/double.

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# NEWS

## IN BRIEF

### ▼ Getting Men Involved

Men ask their doctors far fewer questions than women do and are far less likely to discuss how they feel about a health problem, says *Perspectives in Health Promotion and Aging*. Men also go home with less practical information about what they can do to help manage health problems.

The best strategy for attracting older men into health promotion is to announce programs exclusively for them. Special "for men only" sessions are good for discussing communication and sexuality issues that are complicated when women are present. At the end of the session, it is suggested that you ask the group how

many would like to keep meeting on other health issues.

Older men also appreciate humor. Programs that take themselves too seriously often see attendance decline. The most successful programs build jokes and laughter into the program and offer opportunities for participants to add humor of their own.

### ▼ Family and Medical Leave Update

The uproar has died down. Local law enforcement officials heard from new fathers shortly after the Family and Medical Leave Act was enacted, reports the *Richmond Times-Dispatch*.

Calls with questions of how the law applies and complaints of employees not being reinstated have since decreased, mainly because of the increased knowledge of and compliance with the law.

Under the law, eligible employees may take up to 12 weeks of unpaid, job-protected leave each year for specified family and medical reasons. These include the birth or adoption of a child or the care of a spouse, child or parent with a serious health condition.

The act is intended to balance the demands of the workplace with the needs of families, and to promote the stability and economic security of families. It applies to all public agencies and employees, and to private companies that employ 50 or more workers

for at least 20 work weeks in the current or preceding calendar year.

### ▼ Are We Overworked?

When you compare data on the length of the work week collected by the Census Bureau's Current Population Survey (CPS) with those collected through time diaries, it is found that people's memories aren't what they could be, according to *American Demographics*. It was found that the number of hours people recall working is significantly greater than the number they record in diaries.

The average gap between estimated and actual work time has grown over the years, from one hour a week in 1965 to seven hours

## Make Money As You Save Money

The Department of Justice alleviated some travel expense problems by complementing cost savings for the organization with cash rewards for the employees who spend less on flights, says *Agency Issues*, a service of the international personnel management association. Workers who save money on business trips by using frequent flyer miles to travel officially, or who

stay in less expensive hotels receive a cash incentive. Employees receive 50 percent of the savings money, not to exceed \$1,000 at the end of the year.

For a copy of the travel policy, contact IMPA's Center for Personnel Research at FAX: (703) 684-0948, phone (800) 220-IPMA or write, IPMA, 1617 Duke Street, Alexandria, VA 22314.



in 1985. People who recall working longer hours report a larger gap between how much they say they work and how much they really work.

It is thought that the time diaries are more accurate because they capture everything people do in a day and because they can't add up to more than 24 hours.

### ▼ Cause of Job Deaths

Homicide is the second leading cause of death on the job, reports *USA Today*. Robbery is the primary motive for workplace homicide, according to the Bureau of Labor Statistics.

During 1994, 91 people were killed by coworkers, former coworkers, customers or clients: 9 percent of homicides on the job versus 73 percent for robberies. This increase was caused by a rise in deaths from plane crashes and highway accidents.

In 1994, 6,588 people were killed on the job, 4 percent more than 1993. The vast majority of violent acts are done by strangers, not assaults by coworkers or spillovers from domestic violence.

### ▼ The Benefits of Sports

Almost all Americans, 96 percent, recognize the value of sports in the lives of citizens with mental retardation. This was the major finding of a nationwide survey

conducted for Special Olympics International by the Gallup organization.

"Building self esteem" and "gaining social skills" were cited by 24 percent of the Gallup respondents as the major benefits of sports participation for people with mental retardation.

On the Special Olympics, 83 percent of Gallup respondents said they believe that participation enables persons with mental retardation greater interaction with the general public. This refutes criticism by some educators who believe Special Olympics segregates people with mental retardation.

One of the most frequent responses by survey participants describing their personal perception of people with mental retardation was that they believe they "should have an opportunity to perform at full potential."

### ▼ Rise in Absenteeism

Unscheduled absenteeism and its negative effect on the bottom-line continues to plague American companies, rising another 3.46 percent last year, according to CCH Inc.'s 1995 Unscheduled Absence Survey. Workplace absenteeism, which has increased 14.1 percent since 1992, also cost organizations more last year—as much as \$668 per employee per year.

Taking the biggest hit were companies that employed from 100 to 249 people. They experienced a


22.2 percent jump in unscheduled absences and an estimated per employee cost of up to \$573. Following closely were larger corporations of 5,000 to 9,999 employees, which lost as much as \$1.58 million to absenteeism.

The manufacturing segment posted the highest

increase, while Banking/Finance recorded the largest decrease in absenteeism. Survey participants cited absenteeism's impact on productivity, employee morale, competitiveness, customer service and the overall work ethic.

## Offices Turn Green

Office buildings around the country are turning environmentally friendly by becoming energy efficient, non-polluting, recyclable and ozone safe, reports *The Chicago Tribune*. Energy efficiency and environmentally sound practices are good for business, they improve productivity, create greater profits, stimulate new technologies and new products, and are good for the economy.

For a building to be green, it may include some or all of these features: Super windows (double glazed); daylighting (the maximum use of natural light); fluorescent lighting; energy-efficient computers; non-toxic paints; insulation with no chlorofluorocarbons; drywall made from recycled materials; an energy-efficient heating, ventilating and air conditioning (HVAC) system; and native landscaping. 



# No-Cost/ Low-Cost *Programming Ideas*

**I**f you think it takes a bundle of money and only the best state-of-the art facilities to offer employee services programs, you're wrong.

More than anything, employees want to know they are appreciated for the work they do. They also want to find a balance between work life and home life. Quite simply they want to be recognized as people, not just workers.

Any type of program, gesture or service that recognizes employees, their need for social interaction and their need to stay healthy and to save time or money could be of value to your employees.

The important thing to remember is that you are dealing with people and people are different. What may be exciting and fun for one group, may be a chore for another. Before initiating any program, you need to find out what is important to your employees, what do they like to do and how do they like to do it. Listen to your employees. It's likely that they're not looking for lavish and extravagant special events, but little services that can save them time and money.

Employees have long enjoyed the convenience of discount ticket programs. They are convenient, save employees time and cost

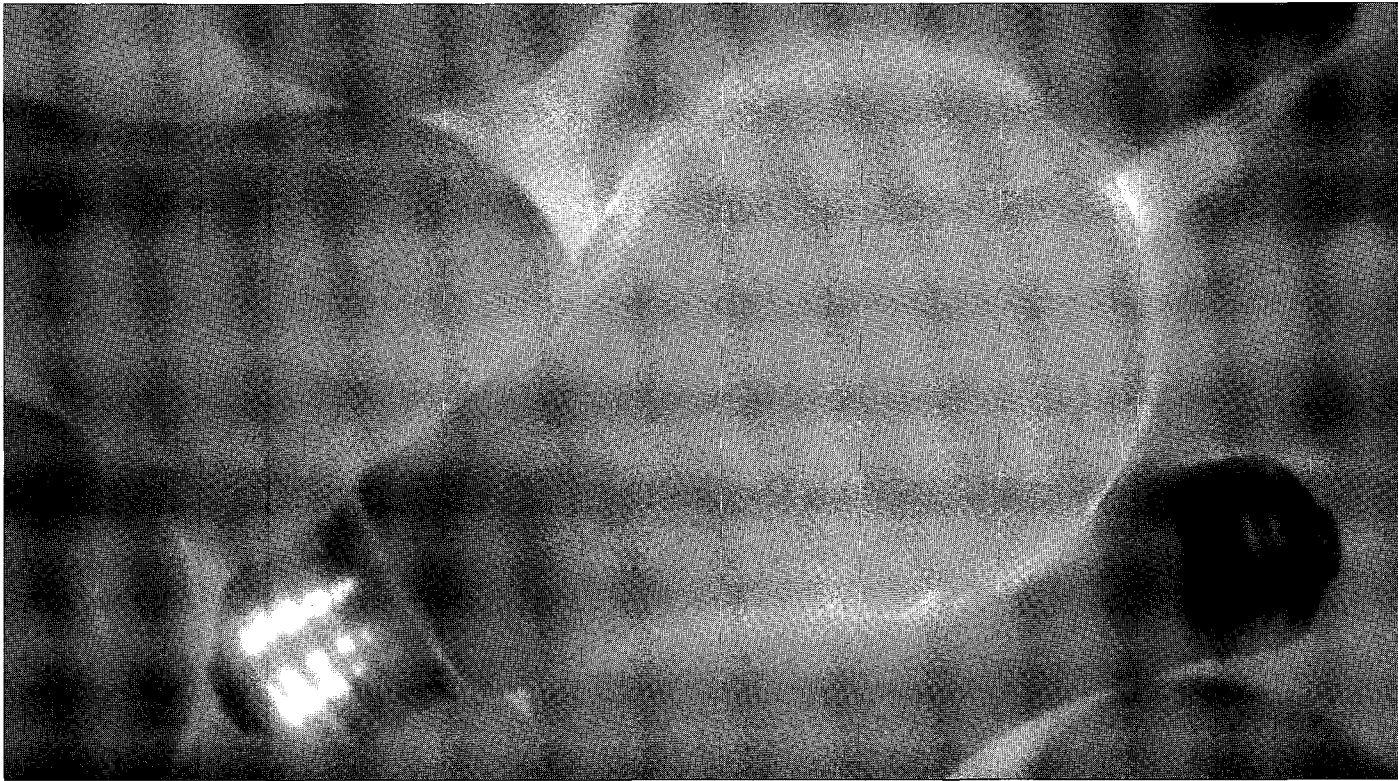
the company/employee association nothing. While discounts are popular, there are more examples out there. I've recently heard of a prescription service in which employees can drop off their prescriptions in the morning and pick up the medicine in the afternoon. A local pharmacist agreed to provide the service. Other examples are providing a mail drop box for employees, having an occasional casual day or holding a contest to pick the next slogan, etc.

Employee services providers are becoming more resourceful. They are discovering more opportunities in less conventional ways. Bartering has resurfaced as a tool in today's programs. After all, you have a group of potential buyers to market to local and national suppliers, nonprofit organizations, consultants and other resources.

Employee service providers are looking to do more with less and NESRA will give them direction on what to do. NESRA presents a list of Low-Cost/No-Cost Programming Ideas.

## **Fitness Health**

Many of these ideas simply require making space available, contacting community resources for speakers and making it easier for employees with like interests to encourage one another. Other ideas require a little research to



discover what is already available in your community and promoting its availability.

- **Aerobics class:** Provide a room; provide a room and a VCR; provide a room and an instructor
- **Blood pressure screening:** Make arrangements with your local hospital, clinic or nonprofit organization to come on-site to perform the service
- **Buddy-up for fitness program:** Offer to find partners for fitness participants so they can encourage each other
- **Cancer prevention seminars:** Use community resources for speakers
- **Cholesterol education seminars:** Use community resources for speakers
- **Health fairs:** Contact local nonprofit organizations, local suppliers, hospitals, health clubs, etc. to exhibit. Market the event as free advertising to exhibitors and education and fun for participants.
- **Incentive program** to encourage lowering cholesterol levels, blood pressure levels, etc.
- **Massage technique seminars**
- **Nutrition seminar**
- **Offer discount to local fitness center:** Negotiate a discount with a local fitness center in

exchange for promoting it to your employees.

- **On-site chair massages:** Offer space for a masseuse on one day a week or some other schedule. S/he can then charge the employees a small fee for head and shoulders massages.
- **On-site flu shots:** Talk to local agencies to provide the service. You can charge employees for it.
- **Post calendars** with health and safety tips on them
- **Promote National Playday for Health (May 15th)**
- **Promote park district intramural league programs**—volleyball, softball, basketball, etc.
- **Self defense classes**
- **Skate nights at local roller rink**
- **Smoking cessation program:** Provide the meeting space and negotiate with a reputable instructor.
- **Support a team of runners** for a charity fun run: Post banners showing support, write about them in your newsletter, etc.
- **Walking program:** Create a route either inside or outside your workplace, draw it up and mark it with distance measurements. Then make the map available for individuals or groups of employees who want to walk during lunchtime.
- **Weight reduction program:** Provide a meeting place and an instructor, charge employees to cover costs.

### Conveniences

To offer many of these services, employee service providers work with Local and National Associate Members and other suppliers. Most realize the value of marketing their products and services to your employee audience. These suppliers are more capable of presenting you options that require no money down or that involve buying tickets on consignment. Some services just require talking to local suppliers to see how you can make it easier for employees to use their services. For example, you may find while most employees rent movies from one particular video rental establishment, employees find it an inconvenience to go back to the store to drop them off. One company decided the best way to enhance an existing local service was to put a drop box for that video store right next to the employee time clock. This way, employees can return the videos without having to run an extra errand. The video store then, just comes to collect the tapes.

To offer more conveniences at low-cost, ask yourself, "How can I expand on existing offerings?" "What do most of our employees do that can be done on site?"

■ **Bill payment center:** Talk to your utility companies to see if you can become an official payment center.

■ **Discount program**

- attractions
- bowling centers
- car wash
- floral services
- gasoline
- hotels
- indoor playgrounds
- invitation printing and much more
- museums
- restaurants
- safety items
- shows, theaters, movies
- travel
- video rentals

■ **Offer your services as a resource** to find out about local information; i.e., where the nearest recycling center is, where is the best deal on a bike, caterers, bands, etc.

■ **On-site photofinishing**

■ **On-site video drop box** for local video store

■ **Prescription service**—create an arrangement with a local pharmacist so that employees can drop off their prescriptions in a drop box in the

morning and pick them up on-site in the afternoon

■ **Sell bus tokens**

■ **Sell stamps:** Save employees the trouble of running an errand

■ **Vending machines**

### One Day Shows/Services

One-day sales are becoming popular revenue generators. Suppliers may contact you or you may contact them. They offer to set up a display on your company's premises to sell their products or services and they agree to give you a percentage of the sales. All you have to do is provide the space and advertise the sale. Consider these ideas and be open to new suggestions:

One Day Shows/Services

■ **Athletic Shoes**

■ **Book Sales**

■ **Boxed Candy Sales**

■ **Floral Arrangements**

■ **Gift Baskets**

■ **Jewelry**

■ **Jewelry repair**

■ **Linens**

### Social/Cultural Programs

The main focus here is to get employees together. Help them get to know each other. Help them open the lines of communication among them. Try to unite them with a shared pleasant experience. Posting cartoons in a visible area is one way of doing this. Another is to provide a room for a hobby club to meet after hours. Take a look at these suggestions:

■ **Arrange a day at the zoo** for employees and their families: Provide bus transportation and tell employees to bring a picnic lunch or do other variations of this.

■ **Arrange a group event to a theater show,** sporting event or some other function—such as a tour of an area decorated for the holidays: Charge employees a small fee to cover costs

■ **Decorate with banners/posters etc.:** Decorate for the holidays, special milestones, etc.

■ **Employee talent show:** Many employees have talents of their own, make the most of them.

■ **Give employees a treat** during a busy time.

■ **Have a costumed character greet** your employees as they enter work one day

■ **Hold a Halloween costume contest** during lunch

■ **Offer discount tickets** to attractions, movies, theaters, etc.



■ **Pizza party:** If you have a small staff, this wouldn't cost much but it could make a big difference.

■ **Provide meeting space for hobby clubs** to meet after work

■ **Provide charity opportunities for employees:** Organize a food drive or a clothing drive. Talk to your local charities to find out what is needed in the area. Then get the word out to employees.

■ **Sponsor a group for a fun run/walk, bowl-a-thon, bike-a-thon, etc.** See if employees would be interested in cleaning up a street, working at a soup kitchen, painting a house, etc., for charity.

■ **Send employees a card on their birthdays**

### **Enhancing the Atmosphere**

If you want employees to be creative and you want them to generate "out of the box" suggestions, shake up their routines or capitalize on their talents. Both strategies send a message management will support—"You can't do things the same all the time" and, "You've been given special talents, use them to be productive at work."

An occasional casual day costs the company nothing yet it sends the message that employees should approach work from a fresh perspective from time to time. Allowing talented employees to share their talent during lunchtime can lighten the atmosphere and bring new respect to the employees. There are a number of things you can do to help leadership and special talents to surface.

You can also create a more spirited environment by incorporating humor at the workplace. Consider hosting a comedy show during lunch or interweave humor throughout the daily tasks.

■ **Allow talented employees to perform music, magic, etc., during lunch**

■ **Ask employees to submit one or two** of their favorite recipes and create an employee recipe book.

■ **Casual day**

■ **Contests: guess the jelly beans, etc.**

■ **Establish an information board** to keep employees abreast of internal news or changes

■ **Give away gift certificates, movie tickets** or turkeys either monthly or occasionally: Contact local suppliers for donations. Be sure to give them proper recognition for their contribution

■ **Have a local choir or magician perform** during lunch

■ **Hawaiian shirt day**

■ **Hire a motivational speaker** immediately after layoffs

■ **Hold a benefit fair:** This is an ideal opportunity for employees to learn more about their benefits and to ask all the questions they have about using them.

■ **Hold a coloring contest for employees' children** and display the artwork

■ **Hold a potluck lunch**

■ **Hold an ugly shirt day**

■ **Honor an employee of the month or year**—place his/her picture in the company newsletter with a human interest story about him/her—award him/her with a special pin/star.

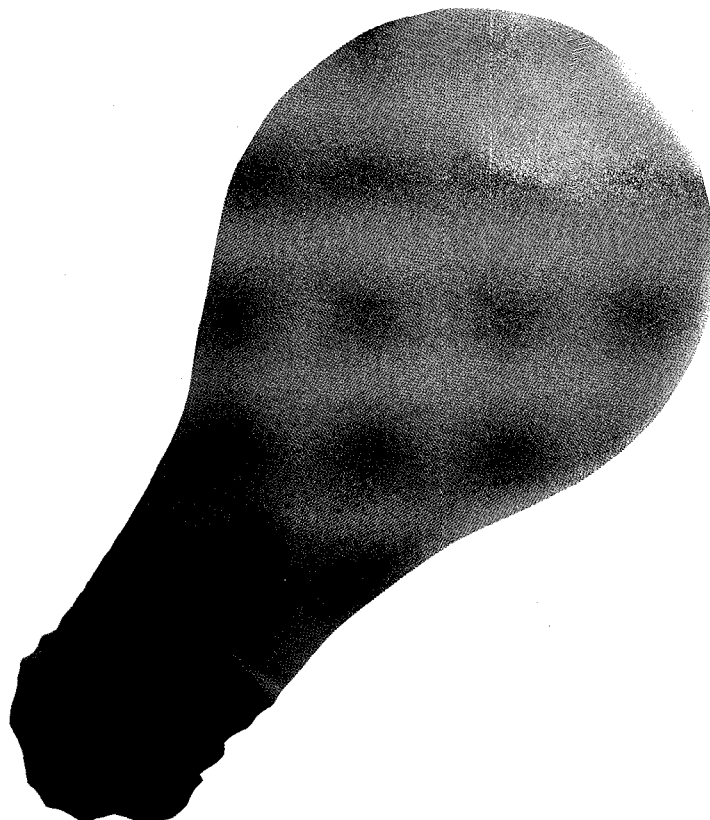
■ **Let the aroma of fresh popped popcorn** fill the air—rent or buy a popcorn machine and give employees a free treat. A volunteer or manager or a different department can operate the machine during lunch.

■ **Post cartoons**

■ **Raffle off T-shirts, discount tickets,** donated gifts from local suppliers

■ **Thank committees** for their work with a small gift or a free lunch

■ **Theme lunches** in the cafeteria



## Family

Employees want to spend time with their families. They want to share experiences together. They are looking for opportunities to do this. You can help employees and their families by simply doing the planning for them. Offer ready-made family events. Then, charge enough for tickets to cover the cost of the event. You can keep costs down by using community facilities and other resources. For example, you can work with a local movie theater to arrange a movie showing on a Saturday morning for employees and their families. Since the theater is not used at that time, the theater will charge little or nothing for rental. You can buy popcorn at a warehouse club and greet employees with a treat at the door. You don't have to show a recent release family movie and you may be able to get the movie from your local library or some other source.

Again, it's being able to use existing facilities, services and programs during nonpeak times that can make you successful at cutting costs for your programming.

■ **Hold a bike rodeo**—use the services of nonprofit agencies such as the police department to oversee bike safety

■ **Hold a breakfast with a costumed character**

■ **Hold a Kids Clothes Closet.** Allow employees to use a room and tables and chairs to sell children's clothing, toys, furniture and books to other employees. Volunteers are recruited to help set up and price items.

■ **Hold a pasta night**—volunteers can cook the meal or work with

your food service program. A cash bar for the sodas and other drinks can help defray the cost of the main meal. Door prizes make it more fun.

■ **Hold an Open House**

■ **Holiday parties**

■ **Host a used sports equipment sale**—this can be held after work so that the children of the employees can sell or trade their skates or other sports equipment.

■ **Offer an Easter egg hunt**

■ **Offer discount tickets** to area attractions, theme parks, indoor playgrounds, etc.

■ **Organize a bus trip** to a destination about an hour away—shopping mall, amusement park, etc.

■ **Parking lot garage sale/flea market**

■ **Partner with a local day care center to arrange field trips for school age children on school holidays.** Charge parents enough to cover the cost of the program. Children can bring their own lunch and snack items.

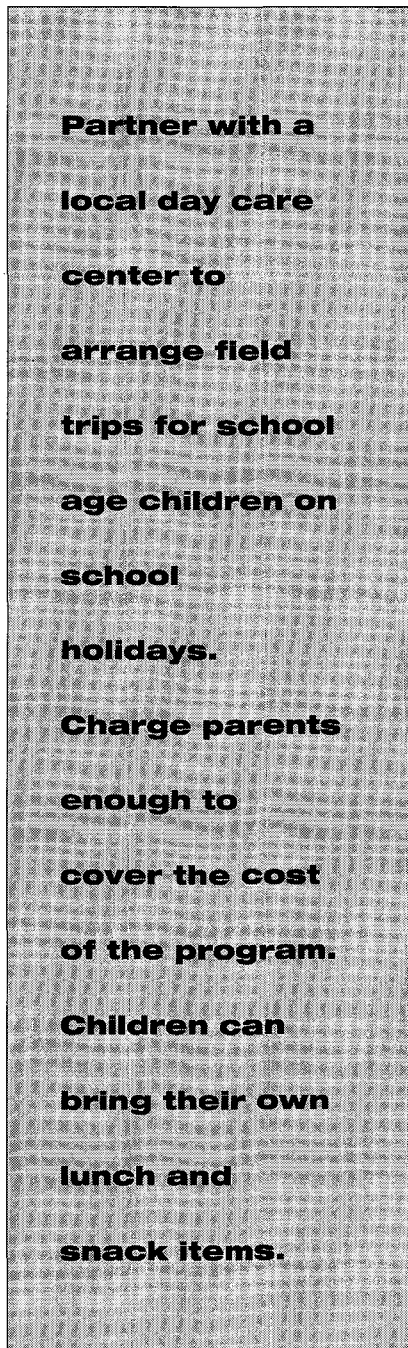
■ **Provide a list of local child care providers or elder care providers**

■ **Rent out a movie theater** on a Saturday morning and show a family show

## Conclusion

For more information on these programs, use your Peer Network Directory inside your Membership Directory or call NESRA Headquarters to link you up with members who implement similar programs. To get a list of seminars and activities to offer during lunch, turn to page 36 in this issue.

If you have any programming ideas you think should be added to the list, please fax them to Cindy Helson at NESRA Headquarters, (708) 368-1286. We will share your ideas with NESRA members in a future article.



# Tips To Planning The Perfect Group Cruise Experience

By Holli Will and Scott Will

**A** cruise is a near perfect vacation for both the group planner and the passengers going on the cruise. By avoiding small mistakes, the group planner can turn a good cruise experience into a great cruise experience.

1. Look for the right cruise line for your group. This might not be the least expensive cruise line, but with over 40 cruise lines to choose from it is important to select a line that can help you with your booking needs. While some smaller cruise lines offer great cruise experiences, the larger cruise lines can offer you better sales support and marketing dollars for your group promotions.
2. Don't pick too many categories of cabins. This only confuses your clients. Always offer an inside cabin rate and an outside cabin rate. This keeps the group together on the ship.
3. Block more space than you might need. A common mistake is to not have enough cabins available to sell. It is easier to relinquish unsold cabin space at final payment than it is to try and get cabin space once a cruise has been sold out.
4. Ask for upgrades. When available, most cruise lines will grant you and your group upgrades of one or more categories.
5. Work with enough advance time to promote your group properly. Putting together a cruise group takes time. Remember, most



cruise lines want final payment 60 days in advance, so you have two months less to promote than you might think.

6. Use the cruise line group department. Provided you have selected a cruise line with a group department, use them to help you with your accounting questions. Most cruise lines allow you to earn "free" berths based on the number of full fare guest cabins sold. The value of these "frees" can get confusing. The group department can help you figure it out.
7. Don't assume that you have 3rd and 4th passenger space. While most cruise lines will guarantee space for the first two passengers in a cabin, the 3rd and 4th passengers need to be requested

through the cruise line. Not all cabins accommodate 3rd and 4th passengers and the cabins that do generally sell out first. This is especially important when promoting family cruises.


So now you're ready to cruise! The following can help make your cruise a smooth one:

1. Have a document party. Invite all those who signed up. Ask the cruise line to send a representative to go over all of the procedures. This is a great time for your group to meet each other and to answer questions your clients have about the cruise.
2. Clearly communicate all special requests to the cruise line. If you will be celebrating birthdays and

anniversaries, let the cruise line know in advance. All other special requests, i.e. special diet requirements should also be communicated to the cruise line **BEFORE** you sail.

- 3.** Get key names. Provided you will be escorting the group, confirm with the cruise line the names and titles of the onboard staff you will be dealing with. Plan to meet with them prior to sailing time to acquaint yourself with them and their operation. In the event you will not be escorting the group, fax ahead. Notify key personnel of your group and ask that they be "looked after" by an onboard staff member.
- 4.** When the time comes for disembarkation (leaving the ship) make sure you attend the disembarkation talk given by the line. Plan to meet with your group briefly to go over this procedure. Disembarkation can be confusing with 1,500+ people wanting to disembark at the same time. Ask if you can disembark before your group to help

out in the baggage claim area. It is always a plus when your group sees a familiar face among the thousands of pieces of luggage.

All in all, a cruise is the most hassle free vacation for you and your clients. The cruise line does most of the work and the clients feel as though they've been pampered like royalty. Unlike land-based vacations, cruising offers an inclusive vacation while showing your clients the world. 

*Scott and Holli Will own and operate The Cruise Consultants, a cruise-only firm based in Normal, Illinois. Prior to locating in Normal, Scott worked onboard Royal Cruise Line and Seabourn Cruise Line as travel manager and port lecturer. Holli Will was a sales director for Carnival Cruise Lines for 9 years before joining Scott onboard Seabourn in 1994. Together they have over 26 years of cruise experience.*



Scott and Holli Will

## Cruise Information

For More

For more information on cruises, you might consider consulting the following members from our 1996 Buyers Guide & Services Directory.

### *A 1 Travel Store*

7805 Telegraph Rd., Ste. 110  
Bloomington, MN 55438  
(612) 944-9060  
(612) 944-9152 FAX  
INTERNET: WK70 for EZSabre users  
Contact: Irene Donaldson

### *All Aboard Cruise Club*

11114 S.W. 127 Ct.  
Miami, FL 33186  
(305) 385-8657  
(305) 385-5318 FAX  
Contact: Stephanie Mintz

### *The Cruise Consultants*

507 1/2 E. Cypress  
Normal, IL 61761  
(309) 454-8415  
(800) 478-0433  
Contact: Holli or Scott Will

### *Executive Tour & Travel Services, Inc.*

407 N. Wild Olive Ave.  
Daytona Beach, FL 32118  
(800) 272-4707  
(904) 255-3393  
(904) 255-1292 FAX  
Contact: Frank Bertalli

### *Global Holidays*

9725 Garfield Ave. S.  
Minneapolis, MN 55420-4204  
(800) 599-2934  
(612) 948-8200  
(612) 948-8355 FAX  
Contact: Jeannette Kay

### *Hole In One Guaranty Corp.*

515 Spring St.  
Shreveport, LA 71101  
(800) 945-ACES (2237)  
(318) 227-0171 FAX  
Contact: Jerry Huddleston

### *Princess Vacations/ Princess Hotels Int'l.*

1070 Lee Wagener Blvd., Ste. 200  
Ft. Lauderdale, FL 33315  
(800) 223-1818 Reserv.  
(800) 545-1300 Reserv.  
(305) 359-3099 ext. 104  
(305) 359-9585 FAX  
Contact: Jackie Rudd

### *The Cruise Shop/ Viking Travel Service*

140 N. LaGrange Rd.  
LaGrange, IL 60525  
(708) 482-8410  
(708) 482-3445 FAX  
Contact: Mary Ann Schneider

Come to NESRA's 55th Annual Conference and Exhibit at The Mirage, Las Vegas, NV April 21-25, 1996 to meet face-to-face with exhibitors who can help you with all your travel needs.



# **Contractual Services:** *Solutions To The Risk Management and Quality Service Dilemma*

**You want to provide quality programs but your resources continue to be cut and liability costs are on an upward climb. You've considered contracting the service out, but you're not sure how to go about doing it properly. Read on, you'll get a better understanding of the concept.**

**W**ith today's discriminating customer it is necessary for all organizations to provide quality products/services or they may find themselves struggling to stay in business! Recently, a leading computer magazine conducted a performance evaluation of the various sub-notebook computers where the manufacturers provided units to be evaluated on many different criterion. Several units either locked up during the testing or had very low performance ratings in the various categories while others had very good ratings in all categories.

Consider the implications of those evaluations on the demand for those units after the performance ratings were printed. Those receiving excellent ratings find themselves facing an increase in sales and conversely,

those with poor product ratings will find themselves with an overabundance of inventory and poor sales. Consider the long-term impact on the viability of the organization! Also, consider the impact on those who have perhaps purchased one of those units receiving the poor evaluation!

Like the computer manufacturer, we who provide leisure programming within our employee services division must provide a quality service for our employees. If our services are of exceptional quality, we will retain our market share of participants as well as gain additional ones through employee sharing of program experiences. Conversely, if our services are inferior, we will find it difficult to retain our users let alone attract additional participants. This cycle could quite possibly threaten the existence of the division because it is not achieving the performance goals that

*by Garth S.  
McHattie, Ph.D.*

corporate management has outlined (improved productivity, reduced medical costs, reduced absenteeism, etc.) for the unit.

In our quest for quality we must recognize that our services must also expand to retain and attract additional participants. As our users gain experience in a particular activity, they develop skill and expertise that perhaps goes beyond the scope and objectives of the current program.

Therefore, in an attempt to continue that personal growth, we develop programs at the next level of participation. However, the participation continuum does not expand in equal amounts from each end of the program spectrum. That is, while some demand higher levels of programming because of improved skills, etc. a good number of entry level programs will remain in existence. Consider, for example, a standard low impact aerobics course where some individuals will move to the next level of participation because of improved fitness levels, while others will remain at the entry level longer due to any number of reasons and

will be joined by individuals entering the program for the first time.

### **Impact of Expanding Services**

As services are expanded to meet the interests and needs of our participants, the organization faces the consequences (not always good) of that expansion. The impact of additional program staff, the complexities of and constraints on facility scheduling, facility maintenance, necessary program equipment, increased insurance premiums, as well as other increases to associated program costs, etc. makes one question the impact of expanding services on the stability of the organization!

Of greatest impact, is perhaps the necessity to secure additional programming and leadership staff to meet the expanded participant's needs. In an effort to control costs and to expand services, organizations have historically utilized contracted services.

Individuals are hired for a specific time frame for a specific program for a specific amount with specific participant number clauses for program operation and/or contract discharge.

While contracted services permit us to expand our programs to new and exciting levels, it does not necessarily guarantee quality within these new offerings. In fact, in addition to the program quality issue, another important twist focuses our attention back to the economic viability of the organization—the management of risk.

As program expansion takes place we find ourselves initiating an increasing amount of programs that have increased potential of risk of injury. Take, for example, in our low impact aerobics course, as the participant's fitness level improves the intensity level and duration of the routines also increase, therefore increasing the chances for injury.

One must realize that leisure program management is attempting to control economic costs within the organization and contracted services appear to be an appropriate solution. Indeed, it is an appropriate solution when one realizes that when contracted services are utilized the "... enterprise is not liable for the tortuous conduct of its independent contractors" (Kaiser, R.A., *Liability and Law in Recreation, Parks and Sports*, 1986, p. 46). In *Legal Liability and Risk Management for Public and Private Entities*, (van der Smitten, B. 1990), agrees and also states that "... the general rule has been that liability can be shifted when an independent contractor is employed to perform a particular task." While this process will perhaps control economic costs and potential costs of liability related to risk management issues, it does not necessarily achieve program quality.

### **The Dilemma**

The risk management specialist begins to shout for joy when it is realized that liability is transferred to the contractor when an independent contractor is utilized. However, those shouts of joy get softer when the program manager realizes the potential impact on program quality. In order to insure program quality it would seem essential that the program manager "... retains supervision and control over the contractor's employees" (Kaiser, 1986, p. 47). While this would seem prudent in the guarantee of quality, it retains the risk liability for the host organization.

▼  
**In our quest for  
quality we must  
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and attract  
additional  
participants.**

What was gained is now lost because of direct influence from the program sponsor. In fact, in order to transfer the liability risk to an independent contractor we do so "... without restrictions imposed by the hiring party as to the means being used, quality control, the employment of labor, training of staff, provision of supplies and materials to produce certain results required by the contractor" (Kaiser, 1986, p. 46). How do we solve the dilemma of controlling risk on one hand and providing quality services through the utilization of contracted services on the other?

### The Solution

A contract contains three significant parts, (1) offer, (2) acceptance, and (3) consideration. Kaiser (1986) defines an offer "as a proposal made by one person to another indicating what the offerer will give in return for a specific promise" (p. 38). Within that offer are non-negotiable and negotiable elements of the contract. It must be remembered that program managers must refrain from direct control over the contractor regarding the items discussed in the dilemma section. For clarification purposes, the acceptance is the actual signature portion of the document and the consideration section is what the contractor will receive in dollar value for the program.

Hopefully, the solution to the risk transfer/quality control dilemma can be completed utilizing the offer segment of the contract. Within the non-negotiable items the program manager would require that specific documentation be placed in the organization's hands prior to the start of the program. Failure to perform that duty would be grounds for contract rescission. The documentation and rescission statement would be written into the offer and would be a part of the acceptance process.

The suggestions for solutions to the quality control and risk management dilemma parallel to some extent those included in the risk management plan as developed by Peterson and Hronek (1992). Included in the contractor documentation requirement prior to the inception of the program are:

1. Provide activity and first-aid/CPR certification and/or in-service records for all utilized staff in duty of the contract.
2. Detailed activity progression outlined by session.
3. Skill evaluation methodologies and

participant grouping procedures.

4. Supervision plan during activity periods.
5. Letter of understanding that staff are prepared for and present at site at least 30 minutes prior to activity start time.
6. Letter of understanding that verifies that staff have been trained relative to the host organization's procedures for handling injuries (injury procedures to accident reports and their documentation).
7. Provide for the completion of a detailed program evaluation three times during the progress of the program.
8. Present evidence of business liability insurance at an amount specified by the host organization.
9. Require that the host organization be named as the secondary insured on the contractor's liability policy.

By providing the documentation for the host organization, the contractor is really "taking care of details" and planning for a participant's positive experience. Likewise, the host organization not only is controlling risk, but is also working to provide the quality experiences that the participant wants and needs. By following these suggestions when utilizing contractual services the employee services division can be sure that the performance objectives established for them by the corporation will be met! It will take some time to convince the contractor of this necessity, however, in the long run the results will benefit the contractor and the organization.



*Garth S. McHattie, Ph.D. is professor, Department of Recreation, Parks, and Leisure Services Administration, Central Michigan University, Mt. Pleasant, Michigan.*

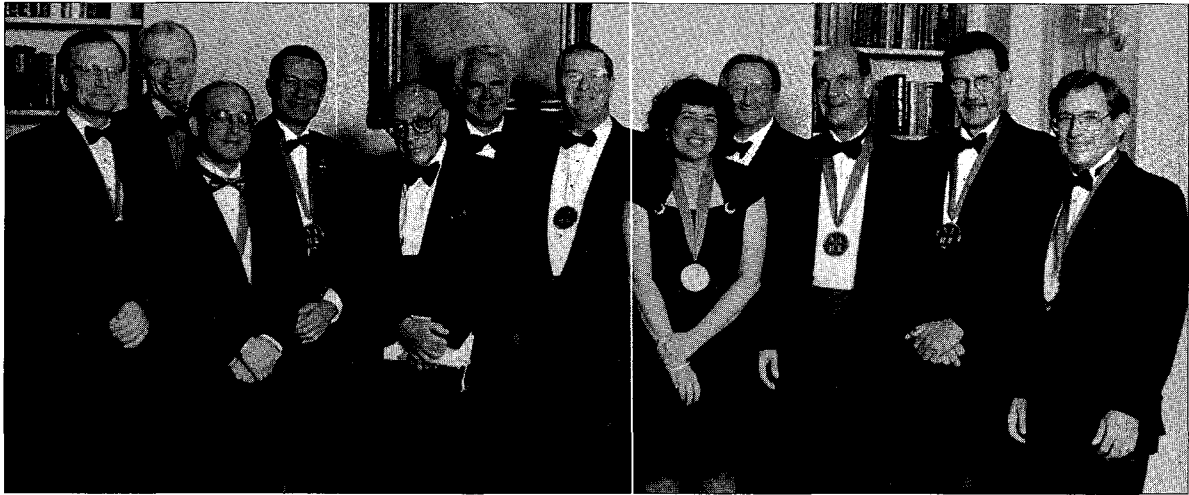
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**The risk management specialist begins to shout for joy when it is realized that liability is transferred to the contractor when an independent contractor is utilized.**

# National Academy of Human Resources Installs 1995 Class



*The 1995 Fellows are (front row, left to right) David J. Shadovitz, John T. Dunlop, Walton E. Burdick, Fran Sussner Rodgers, (second row, left to right) Anthony J. Rucci, Frederic W. Cook, David Lewin, Lowell J. Mayone, Frank P. Doyle, Charles F. Nielson, F.E. (Pete) Peterson and Jeffrey C. McGuinness*

**N**ESRA 1996 President Gloria Roque, RVESRA, NESRA 1995 President John Felak, CESRA and NESRA Executive Director Patrick Stinson were among more than 150 human resources leaders who gathered at The Yale Club of New York City on November 2, 1995 to honor their colleagues of the National Academy of Human Resources (NAHR), formed to recognize outstanding achievement in the human resources profession. The Academy installed its 1995 class of Fellows during a formal dinner ceremony.

The Committee based its selection on the individuals' overall achievements and contributions to the profession.

The 1995 NAHR Fellows are:

Distinguished Fellow:

- Walton E. Burdick, senior vice president, Personnel (retired), IBM Corporation

Fellows:

- Frederic W. Cook, chairman, Frederic W. Cook & Company, Inc.
- Professor David Lewin, The John E. Anderson Graduate School of Management, University of California at Los Angeles
- Lowell J. Mayone, vice president, Human Resources (retired), Hallmark Cards, Inc.
- Jeffery C. McGuinness, Esq., president, Labor Policy Association
- Charles F. Nielson, corporate vice president and manager of human resources, Texas Instruments Incorporated
- F.E. "Pete" Peterson, senior vice president, Personnel, Hewlett-Packard Company
- Fran Sussner Rodgers, founder and CEO, Work/Family Directions, Inc.
- Anthony J. Rucci, Ph.D., executive vice president of administration, Sears, Roebuck and Company
- David J. Shadovitz, editor-in-chief, associate publisher, Human Resources Executive



# Regenerate the *Spirit* in Your Organization: *Send a C.A.R.E. Package*

by Barbara A. Glanz

**A**re you and your employees experiencing downsizing, overwhelming changes in technology, low employee morale and a "dog-eat-dog" atmosphere? If so, you join many other organizations in our world today. A recent Roper poll found employee morale and job satisfaction at the lowest point since Roper began the poll decades ago. Many organizations have concentrated so much on improving systems and processes that they have forgotten about the Human element in their places of work and the result is employees who are burdened by fear, distrust, stress, feelings of powerlessness and a lack of hope.

For our organizations to survive, we must regenerate in our workplaces a spirit of commitment, self-worth and a new sense of meaning that will, in turn, impact productivity and profit. In today's competitive marketplace, the truly successful organizations are those where employees work hard, smart and above all, enthusiastically.

In working with organizations all over the world in a variety of industries, I have found several elements that exist in a spirited organization:

## **C = Creative Communication**

A recent study reported by the *Chicago Tribune* shows that the average worker spends over 50 hours a week communicating in some way. Since most of us are bombarded by piles of paper, hundreds of E-mail messages and even full voice mail boxes, the only way to get our messages heard is to SURPRISE people. The more creatively a message is sent, the greater the chance that the message will be noticed and heeded.

It is important to remember that in *any* interaction there are two levels—the **Business Level**, which is meeting the external objectives for the interaction (the purpose of the interaction or the business to be transacted) and the **Human Level**, which is all about how the receiver *feels* about the interaction, whether it is face to face, electronic, or written.

Three questions to consider as you send any message are:

1. Will it get the information across clearly and accurately? (Business Level)
2. Will it make the receiver feel good about you and your organization? (Human Level)
3. Will it *surprise* the receiver? (Creative Communication)

When employees realize the importance of creative communication and the Human Level, a new dimension of innovation and fun is added to the workplace.

### **A = Atmosphere and Appreciation for All**

Charles Garfield says, "*In environments in which human needs are acknowledged and talent and creativity are allowed to flourish, employees give their all.*" What kind of an atmosphere exists in your organization? What does your reception area look like? Your halls? Is spontaneity encouraged? Do people have fun at work?

In an annual study on what people want from their jobs, the number two answer since 1948 is "full appreciation for work done." Interestingly, "Good wages" is number five! Do you encourage daily affirmations in your organization, both through formal programs and individual personalized actions?

### **R = Respect & Reason For Being**

Robert Greenleaf, Hyler Bracey, Peter Block and John Scherer all talk about servant leadership and the importance of managing from the heart. James Autry says, "*Good management is largely a matter of love. Or if you're uncomfortable with that word, call it caring, because proper management involves caring for people, not manipulating them.*" What kind of leaders are you encouraging in your organization?


In each interaction we have with anyone, we have the CHOICE to create either a minus, a zero, or a plus experience for that person, depending on the way we treat them. (Minus = discounting the person, making him/her feel less important than us or our organization; Zero = just taking care of the Business Level only; Plus = making the person feel special on the Human Level, often surprising him/her). Creating a "plus" in every interaction we have can become a personal sense of mission for

each employee. Peter Block says, "*The choice we offer people is what creates accountability.*"

### **E = Empathy and Enthusiasm**

As employees begin to understand the importance of the Human Level in all their interactions, they will begin to listen not only with their heads but also with their hearts. Stephen Covey says, "*Seek first to understand and then to be understood.*"

Francis Likert said many years ago: "*If a high level of performance is to be achieved, it appears to be necessary for a manager to have high performance goals and a contagious enthusiasm as to the importance of those goals.*" Do your managers and employees have a contagious enthusiasm about the importance of their work and the difference they can make in their interactions?

Before any cultural change can take place in an organization, you must capture people's hearts and spirits so that they feel a personal sense of responsibility and power to make a difference in every one-on-one interaction they have in their jobs. When they truly understand this awesome commitment, they can let go of the "victim mentality" as well as many of the other negative feelings that often overwhelm them. Instead they can concentrate in a spirited, creative way on what they CAN do. This new spirit of sending C.A.R.E. packages will impact productivity and profit throughout your organization and will give employees the hope for which they have been longing! 

*For many more specific ideas, refer to Barbara's books The Creative Communicator—399 Tools to Communicate Commitment without Boring People to Death!, Irwin Professional Publishing, 1993, and Building Customer Loyalty—How YOU Can Help Keep Customers Returning, Irwin 1994. Her new book C.A.R.E. Packages for the Workplace—Dozens of Little Things You Can Do to Regenerate Spirit at Work will be published in the spring of 1996 by McGraw-Hill. Barbara is a professional speaker, author and consultant in Western Springs, Illinois and the President of Barbara Glanz Communications, Inc. She speaks on the topics of Creative Communication, Building Customer Loyalty and Regenerating the Spirit in Your Workplace. You can reach her at 708-246-8594, FAX 708-246-5123.*

*In an interview with ESM*

# **NESRA's** **1996 President** *Gloria Roque, RVESRA*

**Says she'll focus on  
getting the members  
what they need.**

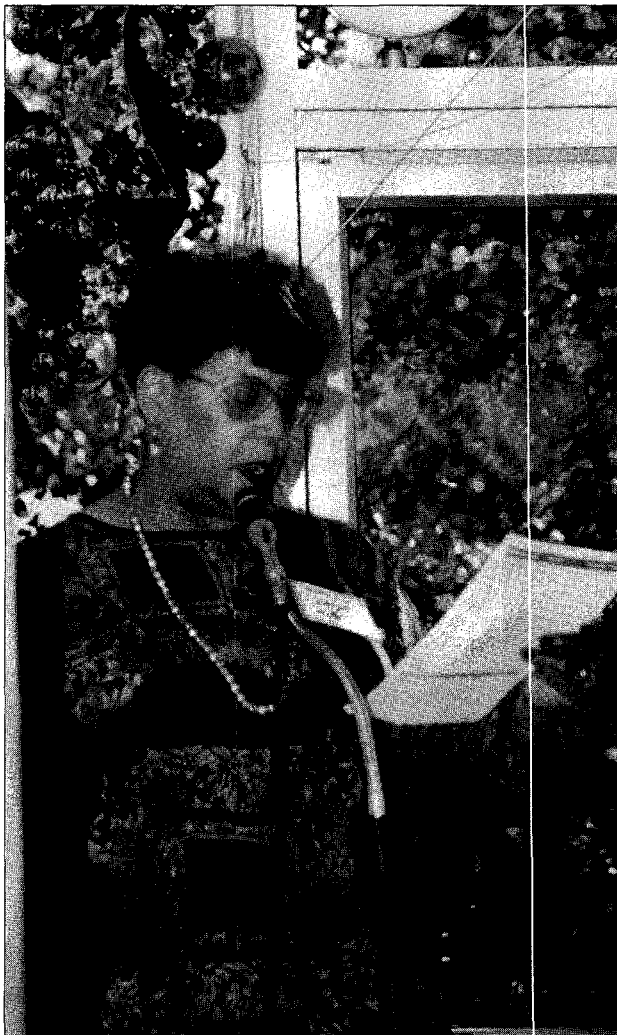
**ESM:** *What are your NESRA presidential goals?*

**Roque:** "During my term, I plan to listen to the members, hear what they say and to try to deliver what they want. I'll focus on making NESRA Headquarters more accessible to the members—make it easier for members to contact Headquarters to get the information they need. I'll continue to look for opportunities to spread the word about the value of NESRA through the use of today's technology."

**ESM:** *What ingredients are needed to put together a winning combination for NESRA?*

**Roque:** "Sprinkle together one part hard work, one part knowledge, one part professionalism and one part enthusiasm and I think you have the right ingredients. NESRA supports the most important ingredient of a company's





**"The NESRA network has allowed me to share ideas and gain valuable insight into the employee services field with hundreds of my counterparts throughout the country. It's safe to say that without NESRA, our employee association would never have many of the services and discount programs available to our employees today."**

success—its employees. With issues such as work/life and wellness, NESRA, now more than ever before, has the opportunity to make its value known to corporate America.

***ESM: What characteristics can be found in a good leader?***

***Roque:*** "I think good leaders have to be accessible to the members. They have to wear many hats. They have to be diligent and be able to weed out the trivial obstacles from the real issues."

***ESM: In what ways has serving on the NESRA Board of Directors helped you do your job better?***

***Roque:*** "Serving on the NESRA Board of Directors has helped me grow professionally. Through my active involvement, my Human Resources department is more aware of what I do and is seeing the value of employee services. I think through NESRA our Employee Association has been able to present some different options to our employees that weren't available before. Becoming a member of NESRA's Board of Directors also enhanced my credibility at my company."

***ESM: In what ways has the NESRA network helped you?***

***Roque:*** "The NESRA network has allowed me to share ideas and gain valuable insight into the employee services field with hundreds of my counterparts throughout the country. It's safe to say that without NESRA, our employee association would never have many of the services and discount programs available to our employees today."

***ESM: What is your most memorable NESRA experience?***

***Roque:*** "Oh my, there are so many. However, I probably would have to say that being honored as the very first RVESRA at the 1990 National Conference is my most memorable. "I also have received a tremendous amount of pride and satisfaction watching my daughter Kim become involved in the NESRA

organization. Kim works in North Carolina and is presently serving as Vice-President of Programming for the North Carolina Triangle Chapter of NESRA. Even though Kim and I live quite a few miles apart, we do stay in touch on the phone often. Regardless how the nature of the call begins, the subject of NESRA always seems to come up."

**ESM:** *You've attended many national and regional conferences. What does an experienced member like yourself gain from these conferences? On the other hand, what can a novice expect to learn?*

**Roque:** "I am a firm believer in the fact that you never stop learning. As experienced as I may be, I've always said, 'For every conference I've ever attended, I have come back with at least one idea that I felt paid for my trip.' At next year's conference in Las Vegas, I fully expect to meet several exhibitors offering a new product, program or service that I can offer through our employee association. I'll also be surprised if I don't find a few educational sessions that will save me hours of research towards implementing a new employee services program back at ABC.

"Regarding the new attendees, I get a lot of satisfaction in helping the new members, especially the new attendees. I can still remember my first conference. When I got the opportunity to speak with someone who 'seemed to know just about everybody and everything,' I recall how much valuable information I learned and how impressed I was that this person went out of the way to take the time to make me feel welcomed. I like the fact that now I'm in a position to have the chance to make some of the newer attendees feel that way.

"My advice to delegates attending their first conference would be to take some time to plan out their entire conference. They should carefully preview the conference program and highlight the sessions that have the most impact on what they are involved in back at work.

I'd also advise new attendees to meet as many people as possible. When attending meal and social functions, they should sit with different people each time. They shouldn't worry about



what they're going to say to these 'strangers.' Believe me, there's never a problem getting a conversation started at any NESRA function."

**ESM:** *Who introduced you to NESRA?*

**Roque:** "Barbara Mansfield brought us into the group in 1982. At the time our employee association was operating without a plan. My first impression was that we could learn a lot from this organization."

**ESM:** *Why did you strive for a leadership position in NESRA and how did you achieve it?*

**Roque:** "Having been involved in employee activities at ABC, I felt I had something to offer my counterparts in other organizations. I felt ready for some new challenges, beyond my

employee Activity Committee, and made striving for a leadership position in NESRA not only a professional goal but a personal one as well.

My NESRA leadership journey began at the local chapter level. I eventually became president of NESRA's New York City chapter. From there, I've worked my way up through regional council and various national committees. I believe all this experience will fully prepare me for the challenges I face as President."

**ESM:** *Everyone has less time to do more. How do we motivate others to strive for leadership positions in NESRA? What's the best way to develop leaders?*

**Roque:** "I would explain to potential leaders that there's an opportunity for them to grow personally and professionally. They'd get exposure to and be involved in the upper level of the association. They would get to help make policies and to make the association better than it is."

"Although it took some time to serve the many different positions first on my chapter level and then at the national level, becoming President has made it all worthwhile."

**ESM:** *How can employee services providers solidify their program's position within their company?*

**Roque:** "By offering various services that would be of value to employees and their families. They have to create a good working program. For example, this year we did an employee participation report. We charted the event, how many tickets/sign-ups/services we sold and how much money we saved employees (comparing retail price to our price). The bottom-line is dollars. We continue to show management that the program is being used and that it is saving employees money."

"An interesting note is that while we saw participation grow in some areas, we've also been noticing more top management taking advantage of our services."

**ESM:** *What perception do you think corporations have concerning employee services? Does this image need to be changed? If so, in what way?*

**Roque:** "I would hope that they would have a perception that employee services is there to pick up employee morale, especially during downsizing and acquisitions."

**ESM:** *How important is the process of NESRA's Strategic Long Range Plan?*

**Roque:** "Without that plan, we would fail. If we didn't have that plan we wouldn't be able to move ahead. We'd be wasting our efforts without seeing results."

**ESM:** *What are your responsibilities at ABC?*

**Roque:** "My full-time job is as manager of Affiliate Information Network—an external client service. We support affiliates across the country through a computer network. We manage equipment and make sure clients get their information on a timely basis. I volunteer to be the chair of the Employee Activity Committee consisting of 14 volunteers. We plan and implement all activity programs. Each person has a specific activity or one or two people take a program and implement it."

**ESM:** *What do you see different in employee services from when you started in the field?*

**Roque:** "High technology. Now there is software available to help schedule teams and to manage finances and in some companies discounts are announced through electronic mail. In programming, there's also been a shift to more health promotion."

**ESM:** *As the cliché states "Hindsight is 20/20," what would you have done differently?*

**Roque:** "At work, I think I would have climbed the corporate ladder sooner than I did. Regarding NESRA, I wish I would've known about NESRA sooner. Personally, I learned the lesson early to always do things better the second time around."



**ESM:** *You've served as Member Services chair, among others, how important do you think it is for NESRA to keep abreast of member needs?*

**Roque:** "It's very important to listen to our members. The NESRA Board of Directors conducted focus groups across the country to get in touch with the grassroots of the membership. We learned a lot about what we should be looking at doing."

**ESM:** *You have earned Recognized Volunteer Employee Services Administrator status. Why should someone become a RVESRA, or a CESRA?*

**Roque:** "I think they should be recognized by their peers and chapters. Gaining their recognized or certified status says they are a cut above the rest."

**ESM:** *What does NESRA or employee services have to offer beyond the discount ticket, especially for smaller companies.*

**Roque:** "Employee services provide value to employees. Not only do they help them save money, but employee services help them save time and help them gain new friendships. Work/Life programs are gaining popularity, special events have always been popular and health promotion programs educate employees and get them moving."

NESRA offers opportunities for leadership development, networking opportunities and educational experiences. It's great to have a national association you can call if you need information on how to start a program or you need research for a presentation.


**ESM:** *What has contributed to your personal happiness?*

**Roque:** "My children and grandchildren bring me joy. In addition to them, I'm happy I've developed networks that are like extended families with my Employee Activity Club, NESRA-New York, and NESRA on the national level. I also like to see people happy and satisfied with the programs I offer."

**ESM:** *How do you relieve stress?*

**Roque:** "I spend money, eat and often I do a lot of soul searching. Sometimes I find myself taking a look at various aspects of my life and asking, 'Is this what I need?' "

**ESM:** *What goals do you have for yourself?*

**Roque:** "I'd like to pursue a management position at my company. I'd like to continue my computer education. Eventually, I'd like to relocate to North Carolina where my son and daughter live. All in all, I want to make myself and my family and friends happy." 



**"It's very important to listen to our members. The NESRA Board of Directors conducted focus groups across the country to get in touch with the grassroots of the membership. We learned a lot about what we should be looking at doing."**

## Plenty Of Themes Can Make

If you are looking to add pizzazz to your health programming schedule, we've got just what you need. The 1996 Calendar of Health Observances & Recognition Days has been released by the American Society for Health Care Marketing and Public Relations. It includes dozens of special days and weeks that have been designated with a special theme.

### of Health Observances

#### ▼ National Calendar

#### January

##### *National Eye Care Month*

OPTIC Foundation  
P.O. Box 429098  
San Francisco, CA 94142-9098  
(415) 561-8500

##### *March of Dimes Birth Defects Prevention Month*

March of Dimes Birth Defects Foundation  
1275 Mamaroneck Ave.  
White Plains, NY 10605  
(914) 997-4493

##### *Thyroid Disease Awareness Month*

Radio City Station  
P. O. Box 1512  
New York, NY 10101-1512

##### *National Volunteer Blood Donor Month*

American Association of Blood Banks  
8101 Glenbrook Rd.  
Bethesda, MD 20814  
(301) 907-6977

##### *National Glaucoma Awareness Week (21-27)*

Prevent Blindness America™  
500 E. Remington Rd.  
Schaumburg, IL 60173  
(800) 331-2020

#### February

##### *American Heart Month*

American Heart Association  
7272 Greenville Ave.  
Dallas, TX 75231  
(800) AHA-USA1

##### *National Children's Dental Health Month*

American Dental Association  
211 E. Chicago Ave.  
Chicago, IL 60611  
(800) 947-4746

##### *Wise Health Consumer Month*

American Institute for Preventive Medicine  
30445 Northwestern Hwy., Ste. 350  
Farmington Hills, MI 48334  
(810) 539-1800

##### *National Burn Awareness Week (4-10)*

Shriners Burn Institute  
3229 Burnet Ave.  
Cincinnati, OH 45229

##### *National Cardiac Rehabilitation Week (11-17)*

American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR)  
7611 Elmwood Ave., Ste. 202  
Middleton, WI 53562  
(608) 831-6989

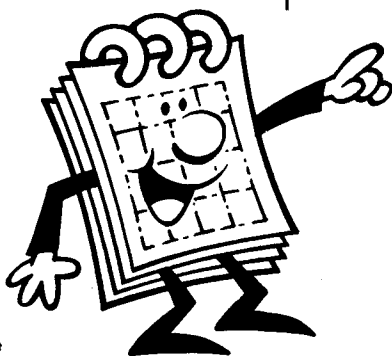
#### March

##### *Cataract Awareness Month*

Prevent Blindness America™  
500 East Remington Rd.  
Schaumburg, IL 60173  
(800) 331-2020

##### *National Chronic Fatigue Syndrome Awareness Month*

National Chronic Fatigue Syndrome and Fibromyalgia Association  
3521 Broadway, Ste. 222  
Kansas City, MO 64111



# Programming Fun

**Y**ou can plan your program around some of these observances and interweave their themes in your exercise classes, educational materials, promotional materials, music choices and other elements to generate more interest for the program. You can also make your theme programming as simple or as complex as you like. For example, while you may not wish to do several activities on a particular theme, you may simply announce the theme, such as

American Heart Month and provide information about heart-healthy eating in your newsletter or in a handout in your cafeteria. Sometimes, it's an opportunity for employees to become aware of something new, such as chronic fatigue syndrome.

You'll find a list below of observances and the sponsoring organizations. Contact these organizations for information about the observance and to request information about the particular topic.

## **National Kidney Month**

National Kidney Foundation, Inc.  
30 E. 33rd St.  
New York, NY 10016  
(800) 622-9010

## **Mental Retardation Awareness Month**

The Arc  
P.O. Box 1047  
Arlington, TX 76004  
(817) 261-6003, ext. 111

## **National Nutrition Month®**

American Dietetic Association  
216 W. Jackson Blvd.  
Chicago, IL 60606-6995  
(312) 899-0040 ext. 4759

## **National Social Work Month**

National Association of Social Workers, Inc.  
750 First St., N.E., Ste. 700  
Washington, DC 20002-4241  
(800) 638-8799, ext. 436

## **Save Your Vision Week (3-9)**

American Optometric Association  
243 N. Lindbergh Blvd.  
St Louis, MO 63141  
(314) 991-4100

## **National Poison Prevention Week (17-23)**

Poison Prevention Week Council  
P.O. Box 1543  
Washington, DC 20013

## **National Pulmonary Rehabilitation Week**

American Association of Cardiovascular and Pulmonary Rehabilitation  
7611 Elmwood, Ste. 201  
Middleton, WI 53562  
(608) 831-6989

## **American Diabetes Alert: Sound the Alert**

American Diabetes Association  
National Center  
1660 Duke St.  
Alexandria, VA 22314  
(800) 232-3472 ext. 408

## **April**

## **National Alcohol Awareness Month**

Public Information Office  
Nat'l. Council on Alcoholism and Drug Dependence  
12 W. 21st St.  
New York, NY 10010  
(212) 206-6770

## **Child Abuse Prevention Month**

National Committee to Prevent Child Abuse  
332 S. Michigan Ave., Ste. 1600  
Chicago, IL 60604  
(312) 663-3520

## **National Humor Month**

The Carmel Institute of Humor  
P. O. Box 22762  
Carmel, CA 93922  
(408) 624-3058

## **World Health Day (7)**

American Association for World Health  
1129 20th St., N.W., Ste. 400  
Washington, DC 20036  
(202) 466-5883

## **National Building Safety Week (7-13)**

The National Conference of States on Building Codes and Standards  
505 Huntmar Park Dr., Ste. 210  
Herndon, VA 22070  
(703) 437-0100

## **National Library Week (14-20)**

American Library Association  
50 E. Huron St.  
Chicago, IL 60611  
(800) 545-2433

## **National Infant Immunization Week (21-27)**

National Immunization Program  
Centers for Disease Control and Prevention  
1600 Clifton Rd., MS E-34  
Atlanta, GA 30333  
(404) 639-8828 FAX

## **National Organ/Tissue Donor Awareness Week (21-27)**

United Network for Organ Sharing (UNOS)  
P. O. Box 13770  
1100 Boulders Pkwy., Ste. #500  
Richmond, VA 23225  
(804) 330-8500

## **National Volunteer Week (21-27)**

The Points of Light Foundation  
1737 H St., N.W.  
Washington, DC 20006  
(202) 223-9186 ext. 146

## of Health Observances

## National Calendar

**May****Allergy and Asthma Awareness Month**

Allergy and Asthma Network/  
Mothers of Asthmatics, Inc.  
3554 Chain Bridge Rd., Ste. 200  
Fairfax, VA 22030  
(800) 878-4403

**National Arthritis Month**

Arthritis Foundation  
1314 Spring St., N.W.  
Atlanta, GA 30309  
(404) 872-7100 ext. 6343

**Better Hearing and Speech Month**

American Speech-Language-  
Hearing Association  
10801 Rockville Pike  
Rockville, MD 20852  
(301) 897-5700

**Better Sleep Month**

Better Sleep Council  
333 Commerce St.  
Alexandria, VA 22314  
(703) 683-8371

**National Digestive Diseases Awareness Month**

Health & Medicine Counsel of  
Washington  
711 Second St., N.E., Ste. 200  
Washington, DC 20002  
(202) 544-7497

**National High Blood Pressure Month**

The National Heart, Lung and Blood  
Institute  
Information Center  
P. O. Box 30105  
Bethesda, MD 20824-0105  
(301) 251-1222

**Huntington's Disease Awareness Month**

Huntington's Disease Society of  
America  
140 W. 22nd St., 6th Flr.  
New York, NY 10011-2420  
(212) 242-1968

**National Melanoma/Skin Cancer Detection Month**

American Academy of Dermatology  
930 N. Meacham Rd.  
Schaumburg, IL 60173

**National Mental Health Month**

National Mental Health Association  
1021 Prince St.  
Alexandria, VA 22314-2971  
(703) 684-7722

**National Physical Fitness and Sports Month**

President's Council on Physical  
Fitness & Sports  
701 Pennsylvania Ave., N.W.,  
Ste. 250  
Washington, DC 20004  
(202) 272-3427

**National Safe Kids Week**

National SAFE KIDS Campaign  
111 Michigan Ave., N.W.  
Washington, DC 20010-2970  
(202) 884-4993

**National Stroke Awareness Month**

National Stroke Association  
8480 E. Orchard Rd., Ste. 1000  
Englewood, CO 80111  
(800) STROKES

**National Trauma Awareness Month**

American Trauma Society  
8903 Presidential Pkwy., Ste. 512  
Upper Marlboro, MD 20772-2656  
(800) 556-7890

**Safe Senior Week/Graduation Programming (1-8)**

Bacchus and Gamma Peer  
Education Network  
P.O. Box 100430  
Denver, CO 80250-0430  
(303) 871-3068

**Goodwill Industries Week (5-11)**

Goodwill Industries International Inc.  
9200 Wisconsin Ave.  
Bethesda, MD 20814  
(301) 530-6500

**Alcohol and Other Drug-Related Birth Defects Awareness Week (12-18)**

National Council on Alcoholism and  
Drug Dependence, Inc.  
1511 K St., N.W., Ste. 443  
Washington, DC 20005

**National Running and Fitness Week (12-18)**

American Running and Fitness  
Association  
4405 E. West Hwy., Ste. 405  
Bethesda, MD 20814  
(301) 913-9517

**National Osteoporosis Prevention Week (12-18)**

National Osteoporosis Foundation  
1150 17th St., N.W., Ste. 500  
Washington, DC 20036  
(202) 223-2226

**National Hospital Week (12-19)**

CA Association of Hospitals &  
Health Systems  
P. O. Box 1100  
Sacramento, CA 95812-1100  
(916) 552-7504

**National Employee Health and Fitness Day (15th)**

Nat'l Assoc. of Governor's Councils  
of Physical Fitness & Sports  
Pan American Plaza  
201 S. Capitol Avenue, #560  
Indianapolis, IN 46225  
(317) 237-5630

**National Senior Health and Fitness Day (29)**

Mature Resource Center  
621 E. Park Ave.  
Libertyville, IL 60048  
(800) 828-8225

**World No Tobacco Day (31)**

American Association for World  
Health  
1129 20th St., N.W., Ste. 400  
Washington, DC 20036  
(202) 466-5883

**June****National Headache Awareness Week (2-8)**

National Headache Foundation  
5252 N. Western Ave.  
Chicago, IL 60625  
(800) 843-2256

**National Safety Week (2-8)**

American Society of Safety  
Engineers  
1800 E. Oakton  
Des Plaines, IL 60018-2187  
(708) 692-4121 ext. 218

**National Hug Holiday Week  
(9-15)**

Hugs for Health Foundation  
Hug Holiday Information Center  
P.O. Box 1704  
Tustin, CA 92681  
(714) 832-HUGS

**Helen Keller Deaf-Blind  
Awareness Week (23-29)**

Helen Keller National Center  
111 Middle Neck Rd.  
Sands Point, NY 11050  
(516) 944-8900 ext. 325

**National HIV Testing Day  
(27th)**

National Association of People with  
AIDS  
1413 K St., N.W., 7th flr.  
Washington, DC 20005  
(202) 898-0414

**July**

**National Therapeutic  
Recreation Week (7-13)**

National Recreation & Park  
Association  
2775 S. Quincy St., Ste. 300  
Arlington, VA 22206-2204  
(703) 578-5548

**Lead Poison Control Week  
(21-27)**

Newark Beth Israel Medical Center  
201 Lyons Ave.  
Newark, NJ 07112  
(201) 926-7175

**August**

**National Spinal Muscular  
Atrophy Awareness Month**

Families of Spinal Muscular Atrophy  
P.O. Box 196  
Libertyville, IL 60048-0196  
(800) 886-1762

**Hearing Aid Awareness Week  
(8/26-9/1)**

International Hearing Society  
20361 Middlebet Rd.  
Livonia, MI 48152  
(800) 521-5247

**September**

**Children's Eye Health and  
Safety Month**

Prevent Blindness America™  
500 E. Remington Rd.  
Schaumburg, IL 60173  
(800) 331-2020

**National Cholesterol Education  
Month**

The National Heart, Lung and Blood  
Institute  
Information Center  
P.O. Box 30105  
Bethesda, MD 20824-0105  
(301) 251-1222

**Leukemia Society Month**

Leukemia Society of America  
600 Third Ave.  
New York, NY 10016  
(800) 955-4LSA

**National Sickle Cell Month**

Sickle Cell Disease Association of  
America  
200 Corporate Pointe, Ste. 490  
Culver City, CA 90230  
(800) 421-8453

**October**

**National Brain Injury Awareness  
Month**

National Head Injury Foundation  
1776 Massachusetts Ave., N.W.,  
Ste. 100  
Washington, DC 20036  
(202) 296-6443

**National Breast Cancer  
Awareness Month**

National Breast Cancer Awareness  
Month  
c/o Foresight Communications  
P. O. Box 3156  
Chicago, IL 60654-3156

**National Dental Hygiene Month**

American Dental Hygienists  
Association  
444 N. Michigan Ave., Ste. 3400  
Chicago, IL 60611

**National Liver Awareness  
Month**

American Liver Foundation  
1425 Pompton Ave.  
Cedar Grove, NJ 07009  
(800) 223-0179

**Lupus Awareness Month**

The American Lupus Society  
260 Maple Ct., Ste. 123  
Ventura, CA 93003  
(800) 331-1802

**National Spina Bifida Month**

Spina Bifida Association of America  
4590 MacArthur Blvd., Ste. 250  
Washington, DC 20007-4226  
(202) 944-3285

**National Sudden Infant Death  
Syndrome (SIDS) Awareness  
Month**

SIDS Alliance  
1314 Bedford Ave., Ste. 210  
Baltimore, MD 21208  
(800) 221-SIDS

**Talk About Prescriptions  
Month**

"Talk About Prescriptions" Month  
666 Eleventh St., N.W., Ste. 810  
Washington, DC 20001

**National Depression Screening  
Day (10)**

National Depression Screening Day  
One Washington St., Ste. 304  
Wellesley Hills, MA 02181-1706  
(617) 239-0071

**World Food Day (16th)**

U.S. National Committee for World  
Food Day  
1001 22nd St., N.W.  
Washington, DC 20437  
(202) 653-2404

**National Adult Immunization  
Awareness Week (20-26)**

National Coalition for Adult  
Immunization  
4733 Bethesda Ave., Ste. 750  
Bethesda, MD 20814-5228  
(301) 656-0003

**November**

**National Diabetes Month**

American Diabetes Association  
1660 Duke St.  
Alexandria, VA 22314  
(800) 232-3472 ext. 290

**Epilepsy Awareness Month**

Epilepsy Foundation of America  
4351 Garden City Dr.  
Landover, MD 20785  
(301) 459-3700

**National Home Care Month**

National Association for Home  
Care  
519 C St., N.E.  
Washington, DC 20002  
(202) 547-7424

**National Family Week (24-30)**


Family Service America  
11700 W. Lake Park Dr.  
Milwaukee, WI 53224  
(414) 359-1040

**December**

**World AIDS Day (1)**

American Association for World  
Health  
1129 20th St., N.W., Ste. 400  
Washington, DC 20036  
(202) 466-5883

**National Immunization  
Partners Day (11)**

Every Child By Two  
705 8th St., S.E., #400  
Washington, DC 20003  
(202) 544-0808 

*The full 1996 Calendar of  
Health Observances and  
Recognition Days is published  
by the American Society for  
Health Care Marketing and  
Public Relations  
(ASHCMPR) and copies can  
be ordered for a fee by calling  
(800) AHA-2626 and  
requesting item # C-166856.*

# The Right Combination of Talent and Charm

*by Cynthia M. Helson*

**Barbara Cole, assistant manager at the Recreation and Welfare**

**(R&W) Association Employee Store enjoys her job so much that**

**delivering quality customer service comes natural.**

“I would not do well in ‘the real retail world,’” says Barbara Cole, on the campus at the National Institute’s of Health in Bethesda, MD.

“I’m at an advantage here because I have recurring contact with the same customers. They’ve become like an extended family. I find out what they like and I try to give it to them.”

One recent morning, I interviewed Cole over the telephone before her store opened.

Cole describes herself as an “arts and crafts person.” She creates craft items—silk floral arrangements, wreaths, potpourri holders, etc. She initially brought them in to decorate the store. Employees began requesting to purchase these items so she began selling them for cost and donating the labor. The sales’ money goes to the store which is self-sufficient and actually funds charities such as Camp Fantastic and Children’s Inns.

Cole listens to employees. She hears what they want. She doesn’t just provide the products they want though. She delivers friendly cheer, an empathetic ear, often laughter between her sentences. She has an eye for detail and a sense of when money is tight and time is of the essence.

For example, one employee, Lalia Hammond, administrative assistant, was planning to go to her son’s wedding in Jerusalem. She felt there was a better selection of floral arrangements in the U.S. so





she began shopping at florists for a bouquet to take with her on the trip. In the midst of her shopping, she happened to go to the R&W Employee Store where Barbara works (as opposed to going to the store in her own building) and saw a bouquet she liked in the store. She asked Barbara if she knew who made it and Barbara explained that she was its originator and that she could customize one for her. Hammond says, "She made me a beautiful one and it was very, very, reasonable." Hammond thinks of this experience as just one of many pleasant experiences in the R&W Employee Stores. She adds, "Barbara is a very lovely person. Very friendly. She made my bouquet in less than a week. I did not know Barbara before this, but during it and since, we've been friendly."

Cole helped one of her co-workers, whom she refers to as "one of my R&W daughters," by volunteering to make her wedding bouquet, and centerpieces for tables. She also decorated her wedding hall. Money is tight for many and she is determined to help employees have festive arrangements at a reasonable price. She's filled requests for bridal veils, headpieces, floral pieces and referred employees to bakers.

As we spoke on Friday, Cole tells me that on Wednesday she sold an "arrangement I made by popular demand." "Employees came to me and said they would like an all-purpose arrangement to rent for a birthday, anniversary or other special celebrations—something to dress up the table but something they didn't have to pay a florist to make." The talented store assistant manager made it. Employees rented it. On Wednesday though an employee insisted on buying it and made her an offer she couldn't refuse. Cole works three days a week and was off on Thursday. Friday morning she came to work with another all-purpose arrangement.

"I do this because it's what I like to do—it's fun—it makes going to work fun. That's what these stores are all about. I'm here to make people feel welcome so that they don't think of going to the store as a chore. Instead they think, 'I'm going to the store because it's a friendly place to go.'"

George Gaines, legislative liaison officer, for one of the institutes, the National Institute of Child and Human Development, says when he goes to the store he gets "a very warm greeting because I go there regularly and have been going there for 25 years. I've known Barbara now for 15 years."

The combination of her delightful personality and her decorative talent has been an asset to the store. Employees travel from other locations to come to see her. This bubbly lady seems to have a flare for customer service all her own. Another example: She brought in four spools of ribbon to create bows to sell to employees. She has a few examples displayed and makes the bows for the employees on demand and then sells them.

Employees are so fond of her work they've asked for help with items for their homes. "Employees will bring me a piece of fabric from their couch or a piece of wallpaper they're using to decorate one of their rooms and ask me to make them a floral arrangement. I have a good idea of what I can do with a certain amount of money. We talk about what they'd like and how much they want to spend. I can give them something for much less than outside retailers ask."

Cole says she enjoys working with people. I asked her if she's ever been surprised at any of their requests. She laughed and said, "There's always something surprising when you're dealing with people—sometimes it's moving, sometimes it's amusing and sometimes it's outrageous and you wonder, 'where did they come up with that notion.'"

"One time a man said, 'you know your store isn't really geared toward men.' You know, it really isn't but when I try to gear it to men with briefcase items, ties, tie tacks, etc. it just sits and sits and sits. For some reason, women tend to buy more. They are the shoppers. While I still carry items for men, I tend to feature items that will appeal to women. Since we support three charities, we've got to be much more responsible for making a profit."

The store had been quiet until now. I hear customers coming in. Cole breaks from our conversation to tell me, "Here comes a young man that wants to buy a bow from me."

She speaks to him, "Hi Nathaniel, I have all my bow ribbons today," she greets from the phone while another cashier serves him. She addresses his request to pay for the bow:

"You don't have to pay before I make it, you might not like it."

She returns to me, "He said, he knows he'll like it," she laughs then promises:

"Nathaniel, I'll be with you in just a minute" and she politely tells me she must return to work but has enjoyed our conversation.

▼  
**"I do this  
 because it's  
 what I like to  
 do—it's fun—it  
 makes going  
 to work fun.  
 That's what  
 these stores  
 are all  
 about . . ."**



**NESRA's**  
**55th Annual Conference and Exhibit**  
**The Mirage Hotel, Las Vegas, Nevada**  
**April 21-25, 1996**  
**Registration Form**

Full Name (Print) \_\_\_\_\_ Common First Name \_\_\_\_\_

Position: \_\_\_\_\_ Certification status: \_\_\_\_ CESRA \_\_\_\_ RVESRA

Company \_\_\_\_\_ Number of Employees \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Phone \_\_\_\_\_ Does your company have an employee store? \_\_\_\_ Yes \_\_\_\_ No

Fax \_\_\_\_\_ Is this your first National Conference? \_\_\_\_ Yes \_\_\_\_ No

Expected date of Arrival \_\_\_\_\_ Departure \_\_\_\_\_

( ) Please check if you have disabilities and require special services. Attach a description of your needs.

**REGISTRATION FEES: Please circle amount enclosed.**

	Prior to 3/21/96	After 3/21/96
Delegate-NESRA Member	\$425	\$455
Non-Member Delegate	830	860
Spouse	200	200
Student	150	150
Retiree	75	75

**SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.**

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60521-2371. Any questions, call (708) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/15/96. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with The Mirage Hotel. We cannot guarantee room availability after 3/22/96. NESRA Conference room rate at The Mirage Hotel is \$114 per night (single or double occupancy). Should you prefer to telephone in your room reservation, the number is (800) 627-6667. Be sure to state you are part of the NESRA Conference.

FOR OFFICE USE ONLY

1 2 3 4 5

# Buyer's guide update

**Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1996 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.**

▼  
**Advantage  
Vacation Homes By  
Styles, Inc.**

2973 Vineland Rd.  
Kissimmee, FL 34746  
(407) 396-2262  
(407) 396-1588  
Contact: Jean Styles

Fully furnished two, three-four-and five bedroom vacation homes with private pools located within five miles of Walt Disney World Complex. Also beach and pool homes in Ft. Myers Beach/Bonita Beach/Naples area and expanding throughout Florida. Forty percent off rack rates.

▼  
**D-FW Tours, Inc.**

7616 LBJ Freeway, Ste. 524  
Dallas, TX 75251  
(214) 980-4540 ext. 174  
(214) 386-3802 FAX  
Contact: Ronda Hontz

D-FW Tours offers the most economical and fun vacation or business travel choices for individuals, groups or companies. Our one-shop travel includes as much as 10 percent NESRA savings on already discounted prices for international and domestic airfares and travel packages in all classes or service.

▼  
**Pennine Computer  
Consulting Inc.**

910 Old Way Dr.  
Webster, NY 14580  
(716) 671-0380  
(716) 671-7035 FAX  
Contact: Malcolm Kersey

Producers of "Organized Sports™"—Sports Management software for Windows. A comprehensive sports management software that allows registration for team and non-team sports. Organized sports generates game schedules, assigns officials, tracks results and statistics, manages facilities and reserves facilities for any occasion.

▼  
**Price Quest, Inc.**

4649 Morena Blvd.  
San Diego, CA 92117  
(619) 581-7356  
(619) 581-7373 FAX  
Contact: Mark Skeen

Price Quest, Inc., is a marketing company specializing in developing employee shopping programs with the best possible prices on factory-direct name brand merchandise, leisure travel products, automobiles and financial services.

▼  
**Reservations Plus**

1515 E. Tropicana, Ste. 710  
Las Vegas, NV 89119  
(800) 805-9528  
(702) 795-3999  
(702) 795-8767 FAX  
Contact: Robert Colvin

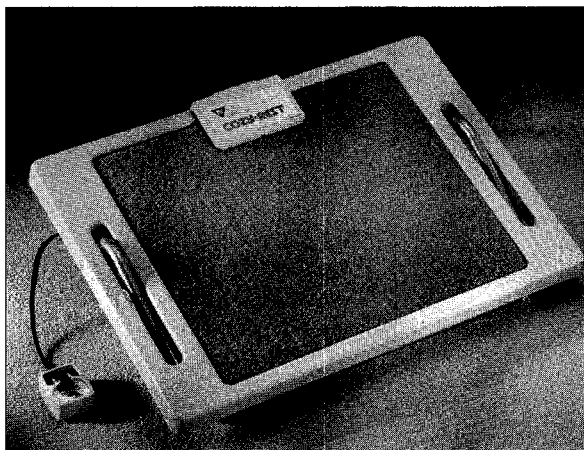
Reservations Plus offers a 10 percent NESRA discount on all advertised Las Vegas and Laughlin Hotel Packages and room-only accommodations. Additional services include car rentals, sightseeing tours, show tickets, golf arrangements, honeymoon and wedding packages. Call our 800 number.

▼  
**totes incorporated**

10078 E. Kemper Rd.  
Loveland, OH 45140  
(800) 848-8251  
(513) 583-2419  
(513) 583-9948 FAX  
Contact: Sharon Horn  
Men's and women's rainwear accessory items; umbrellas; rubber footwear; raincoats and headwear. 

**Update your '96 NESRA Buyer's Guide and Services Directory by noting the following additions/corrections:**

- Armitron (merchandise) company name change to Jordan Worldwide, new contact Marty Clark.
- Paramount's Kings Island (family) new contact Dee Delaney
- Hyatt Orlando (Florida) new contact Lilliam Larsen, reservations (800) 233-1234
- Trigild Corporation (hotels-San Diego) new contact David Patterson
- Best Western Riverside Hotel & Casino new contact Daria Stellwag
- Seiko Time (awards) new contact Joe Zanone



## ▼ Heated Footrest Improves Circulation

Winter brings chilly floors, drafty workplaces and winter blues that can hurt productivity and efficiency. End complaints and keep employees' feet and legs warm this winter with this heated cozy footrest. The footrest's ergonomic design provides an elevated, adjustable slant to reduce chair seat pressure on back of thighs, improve circulation in legs and feet,

reduce lower back strain and promote good posture. Warmth radiating from the footrest, plus the soft carpeted surface underfoot, will improve comfort, efficiency and attitude.

For more information, contact Indus-Tool, 300 N. Elizabeth St., Dept. ESM, Chicago, IL 60607, (312) 226-2473, FAX (312) 226-2480.

## ▼ Fine Art Print Incentives

Fine art prints have taken destination imaging to a new high, with their ethereal scenes created by world-renowned artists, beautifully reproduced in high quality matted prints and customized for businesses. The prints can be used as incentives before a meeting, for welcoming guests once they have arrived, used as place setting gifts at banquets, or for reminding guests about a trip. The prints come with customized gift cards and can be affixed with a company logo or name.

For details, contact, TK Arts Publishing, Inc., 1654 Jamestown Rd., Williamsburg, VA 23185, (804) 220-8590, FAX (804) 220-2636.



## ▼ Starter Kit to Make Buttons

The Starter Kit system can be used to make buttons for less than 35 cents each. Buttons have an infinite number of uses, including promotion, identification, motivation, fund-raising, craft projects, and more. A complete selection of button parts are available for pin-back buttons, key chains, purse mirrors and refrigerator magnets.

For more information, contact Badge-A-Minit, Dept. PR5, Box 800, LaSalle, IL 61301, (800) 223-4103.

## ▼ Schedule Labor & Resources

WorkTime labor and resource scheduling software is designed for Microsoft Windows and Apple Macintosh computers. The heart of the software is a fast, flexible scheduler that can automatically assign employees and resources based on a wide variety of constraints. Managers can apply the scheduler to any portion of the workweek, assigning some workers manually and then directing WorkTime to automatically assign the rest.

For details, contact, Time Domain, Inc., 18 Garfield Ct., Gaithersburg, MD 20882, (301) 253-7169, FAX (301) 990-8790.

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## **Resources for Speakers**

Many seminar speakers are free. You can contact the following organizations to inquire about available speakers:

Athletic clubs  
Colleges  
Employee hobby clubs  
Fire departments  
Government agencies  
Hospitals  
Local charities  
Local suppliers  
Magazine editors  
Newspaper reporters  
NESRA chapter members  
Park districts  
Nonprofit organizations i.e., Red Cross,  
United Way, American Heart Association  
Police  
Private consultants  
Professional associations, i.e., association of  
lawyers, dentists, doctors, insurance  
brokers,  
Public libraries  
Sports teams representatives  
Universities  
etc.

One NESRA member even surveyed employees to identify some of their talents. Sometimes, employees have expertise in an area and they would be happy to share information with employees. Also use your employee hobby club members as speakers. For example, a biking enthusiast would be glad to talk about bike maintenance or bike safety.

School concerns  
School concerns of  
adolescents  
Sexual identity issues  
Stress management  
Too old for camp, summer  
options for teens  
Understanding anger—  
yours and your children's  
Understanding behavior

## **Self**

### **Improvement**

Building self-esteem  
Career planning  
Defensive driving  
Establishing personal goals  
Personal safety  
Self-defense  
Time management  
Enhancing your creativity  
Enhancing your image

## **Other Topics**

Community service options  
Crime prevention and the  
elderly  
Front-Line forum with senior  
management in dialogue  
with Employees  
Gardening  
Holiday decorating instructed  
by a floral designer  
How to buy A car  
How to buy A computer  
How to buy A house  
Humor  
Painting tips  
Photography  
Pitfalls to avoid when  
planning a vacation  
Proper attire for casual day  
Speakers from local charity  
to explain how donations  
are spent  
Sports spot—representative  
from local sports team talks  
about sports or interesting  
facts about the team  
Team building  
Toastmasters  
Tough love  
Travel exchanges—

employees tell about their  
trips  
Travelogues—travel agent  
tells about destinations  
TV: friend or foe  
Window treatments/  
home decorating  
demonstrations

## **Activities**

In addition to seminars, many NESRA members plan activities and events to take place while employees are at lunch. Many times employees enjoy a change of scenery and they appreciate the conveniences some of these activities offer. Consider planning one of these events:  
Bake sale  
Board game tournaments  
Book sale  
Boxed candy sale  
CD sale  
Cosmetic demonstration  
Craft fair  
Elephant sale—used sports  
equipment  
Employee talent show  
Health fair  
Jewelry repair  
Jewelry sale  
Karaoke contest  
Line dancing demonstration  
Safety demonstrations  
Vacation fair  
Volunteer fair





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FAX (905) 470-3852

# Making Lunchtime Funtime

*Lunchtime is a great time to offer educational seminars to employees. They can bring their lunch and listen to a community expert talk on a topic of interest to them. Here are what some NESRA members are talking about during the noon hour:*

## **Elder Care**

*Correcting your caregiving crisis  
Elder care planning seminar  
by Joy Loverde  
Estate planning  
Home care and nursing home care  
Legal and health care  
Planning for elder care  
Long distance caregiving  
Long-term caregiving  
Medicare, Medicaid, Medigap  
Psychological effect of caregiving  
Selecting housing*

## **Financial Matters**

*Ask the tax man  
Financial statement overviews  
Fraud in the insurance industry  
Investments  
Living wills & estate planning  
Pre-retirement planning*

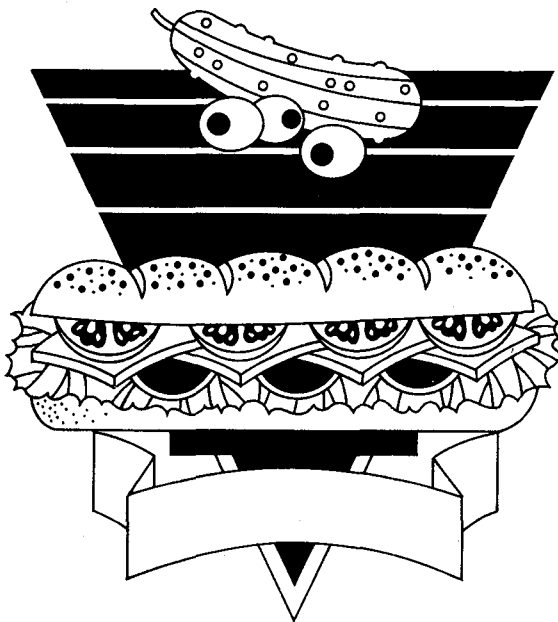
## **Health/Fitness**

*Adult and child CPR certification  
Allergies  
Blood pressure screening  
Cancer prevention  
Cholesterol education  
Food labeling  
Golf tips  
Health consumerism  
Herbal health  
Holistic medicine  
Home fitness equipment  
Hypertension strategies  
Instruction on breast self-exam  
Low-Fat eating  
Lyme disease  
Massage techniques  
Medical technology  
National health-care systems/  
socialized medicine  
Nutrition seminars  
Organizational stress, for example downsizing, survivor syndrome  
Prenatal health care  
Rural health care issues  
Self-Care*

*Single-parent health care issues  
Sleep disorders  
Stress reduction  
Summer safety tips  
The role of mental attitude in recovery  
Vaccination and inoculation  
Vitamins and minerals  
Weight management  
Women's health issues*

## **Parenting**

*Building self-esteem in the early years  
Chemical dependency issues  
Child care choices  
Common psychological problems  
Communicating with young children  
Disciplining your child  
Discussing those difficult topics  
Encouragement  
Family lifestyles and values  
Gangs and peer relations  
Helping your child develop good homework and study skills  
Helping your child succeed in middle and high school  
Limit setting during teen years  
Normal development of 7-12 year olds  
Quality time  
Raising your child to be street smart or house smart*





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**NESRA's 55th  
Annual Conference  
and Exhibit**

**Budget Now  
to Attend**

## **NESRA's 55th Annual Conference and Exhibit**

*Complete the  
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page 30 today!*

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**Delegate registration fee is  
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**Room rates are  
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Call The Mirage directly to reserve your room  
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*Hosted by the Southern  
Nevada Employee Services  
and Recreation Association*



If you have questions, would like to submit a presentation proposal or would like to sponsor an activity, call or fax NESRA Headquarters at the numbers listed below.



National Employee Services and Recreation Association  
2211 York Road, Suite 207  
Oak Brook, IL 60521-2371  
(708) 368-1280 • (708) 368-1286 FAX

**Be a part of history as  
NESRA celebrates its  
55th Anniversary!**

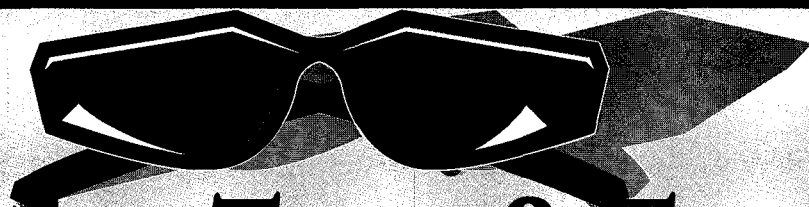
# *EMPLOYEE SERVICES* **MANAGEMENT**

Published by the National Employee Services and Recreation Association February 1996



**NESRA Celebrates Its**  
*55th Anniversary!*

**Benchmarking ■ Conference Preview ■ Starting a Discount Program**



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~ 1 ~

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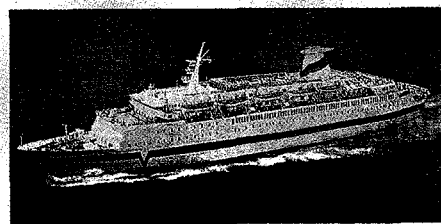
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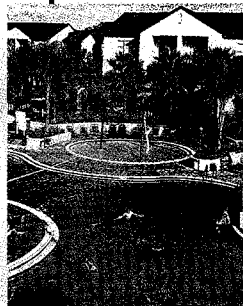


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~ 3 ~

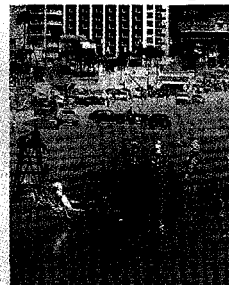
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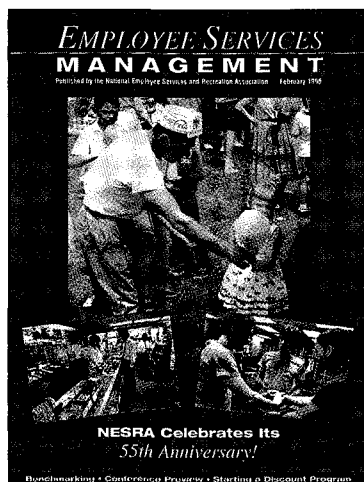


# EMPLOYEE SERVICES MANAGEMENT



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## Features

### 6 NESRA Celebrates Its 55th Anniversary!

Members talk about why they became NESRA members, how employee programs have changed over the years and what contributes to NESRA's success.

*By Cynthia M. Helson, editor*

### 12 Benchmarking: An Effective Change

You've heard the term "benchmarking," now find out how to do it effectively.

*By Jim Staker*

### 15 Go For It! You Can Create That Discount Program

Read how Thoms Proestler Company, a wholesale food distributor with 400 employees developed its discount program. You'll be surprised at some of its offerings.

*By Ron Peterson*

### 18 NESRA's 55th Annual Conference and Exhibit Preview

You'll get pumped up and ready to face the challenges of change when you attend NESRA's 55th Annual Conference and Exhibit, April 21-25, 1996 at The Mirage Hotel in Las Vegas. Look at the dynamic speakers we have in store for you. Complete the registration form on page 23 and reserve your space at the conference now!

### 25 NESRA's Foundation Focuses on Powerful Book for Employee Services

Find out how the Foundation is working towards enhancing the professionalism of employee services.

### 29 Negotiating With Suppliers: Getting What You Need and Want

Use this article to enhance your professionalism, business savvy and interpersonal communication skills.

*By Kit R. Welchlin*

## Departments

### 4 News in Brief

Human Side of  
Successful TQM . . .  
Office Furniture is  
Changing . . . All Heart  
Attacks Aren't Painful  
. . . Superhighway Will  
Influence Benefits  
. . . Aging Americans  
Exercising . . . Do You  
Owe UBIT?

### 27 Health Promotion

How to Motivate  
Sedentary Employees:  
A Simple, Three-Step  
Approach

*By Tom Deters, DC*

### 29 Employee Store

### 31 Buyer's Guide Update

### 33 New Products

### 36 Hands On

IRS Bearing Down on  
Independent  
Contractor Status

*By Karen M. Olson*

# The Connections Are What Counts

by Cynthia M. Helson  
NESRA Director of Communications



**T**ime tells all. What was true years ago is still true today. Members of long ago say that their peers are invaluable. Through chapter meetings, regional conferences, national conferences and most commonly over the phone, members share new ideas, tell others what works and what to avoid and recommend new products and services to each other. It's these connections to each other that keeps members innovative. Members who learn how to comfortably call on their peers learn to save time, realize success with their programs and make friends across the country.

This issue highlights the value peers can bring each other in the NESRA 55th Anniversary article (page 6) and the article, "Benchmarking: An Effective Change, (page 12)." NESRA's network has expanded to include companies of all sizes and many can learn from a small company, Thoms Proestler Company, featured in "Go For It! You Can Create That Discount Program (page 15)."

To make the most of your resources and to communicate effectively, practice the tips outlined in "Negotiating With Suppliers: Getting What You Need and Want (page 29)." People are important whether they are peers, staff or others to help you do your job. To help you define independent contractors for IRS purposes, this issue includes "IRS Bearing Down on Independent Contractor Status (page 36)."

One of the most satisfying ways members stay in touch with each other is to attend NESRA's Annual Conference and Exhibit. You'll find spotlights of our general session speakers and information on registration and airline and car rental discounts beginning on page 18.

Remember, it's the connections that count! See you in Las Vegas in April!

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McDonnell Douglas—

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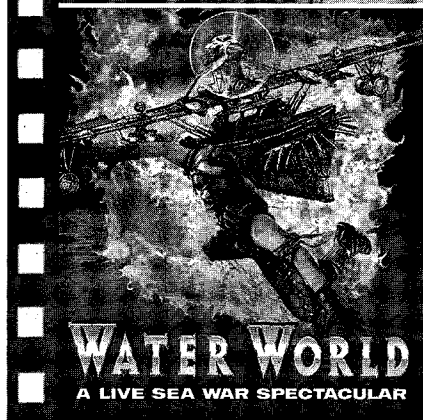
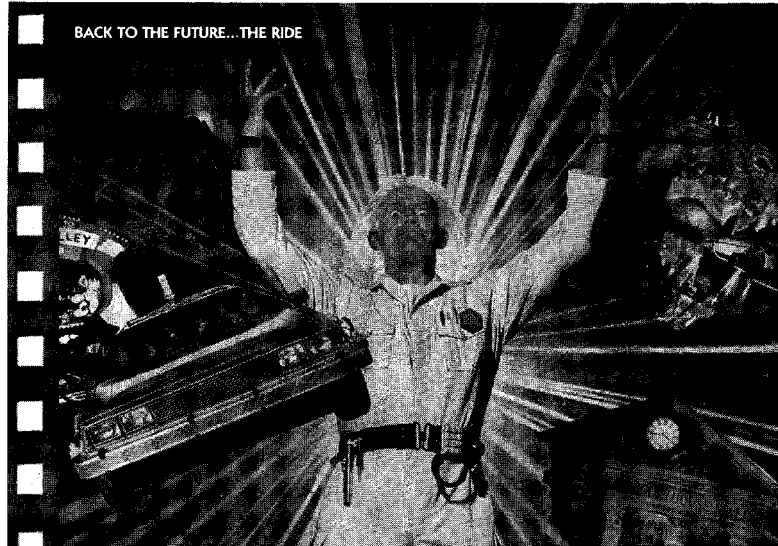
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# NEWS

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## IN BRIEF

### ▼ **Human Side of Successful TQM**

**D**o your employees communicate well with coworkers, supervisors and customers? Are they adept at putting customer needs first? According to a recent survey on workforce quality, good communication skills and strong customer orientation rated as two employee characteristics most prized by quality-driven organizations. Conducted by London House, a developer of employee attitude and skills assessments, the survey sheds light on employee attributes and how important they are to achieving company goals.

All industries listed communication, customer orientation, quality orientation, quality support and teamwork as the key employee characteristics they most value. What differed among industries was the order in which they each ranked these characteristics.

Manufacturing firms place much greater emphasis on quality orientation and quality support than retailers do. Teamwork holds much

more significance for retailers and service firms than it does for communication companies. And overall, health care organizations gave all 12 dimensions higher scores than did the other four industries.

### ▼ **Aging Americans Exercising**

**D**espite its youthful profile, the fitness movement in America is being driven by older

participants. Not only are baby boomers (aged 31-49) continuing to exercise in large numbers, but there has been a significant surge in exercise by members of the over-55 crowd, reports Fitness Products Council.

Between 1987-1994, the number of Americans aged 35-54 who exercised frequently (at least 100 times a year), increased 63 percent, from 10 million to 16.3 million. The number among those aged 55 and over rose 45 percent, from 7.8 million to 11.3 million.

Those over age 35 account for 56 percent of all Americans who exercise often.

Even more significant is the percent of frequent exercisers in each age group. Nearly one in four (23.2 percent) of 35-54-year-olds worked out frequently in 1994, compared to 17.9 percent in 1987. For those 55-plus, the percentage has grown to 22.1 percent from 15.1 percent.

Fitness walking, the signature exercise of older Americans, attracted 35.8

### ▼ **All Heart Attacks Aren't Painful**

**N**ot every heart attack causes chest pain, so it's important to be alert to other signs in order to make sure that necessary treatment and lifesaving prevention of a recurrence can be started as soon as possible, says a Stanford University Medical Center cardiologist, in *HealthTips*, from the Stanford University Medical Center News Bureau.

Be alert to some of these symptoms: arm numbness or shoulder pain unrelated to injury or exertion, especially if accompanied by nausea; weakness; breathlessness; dizziness; drenching sweat; or palpitations (rapid, irregular heartbeats).

Heart attacks cause sudden damage to heart muscle because of sudden and serious interruption of blood flow. Electrocardiograms, which record the electrical activity and rhythm of the heart, and blood tests can effectively diagnose a silent heart attack. With each attack, some heart muscle is destroyed and replaced by scar tissue, thus promoting eventual heart failure and increasing the chances of sudden death. Persons who have had one heart attack are far more likely than others to have another.

million participants in 1994, placing it third among exercise activities, behind stationary bicycles (38.8 million) and free weights (35.9 million). These figures refer to individuals who tried the exercise at least once. Fitness walking had 23.2 million participants in 1987 and ranked fifth.

### ▼ **Office Furniture is Changing**

The old heavy steel desks and immovable partitions and file cabinets of the traditional office are incompatible with the shifting demands of today's business cultures, says *The Wall Street Journal*.

Today's furniture uses group work space while offering privacy. Included are tables and file cabinets on wheels. The easily arranged furniture allows people to get together quickly to make decisions.

Even some top executives are giving up their private spaces to move into an area where they can see and communicate with other top executives.

There are some offices where this new type of spacing won't work. Any office where a coworker has to talk with outside people on a constant basis would be a distraction.

### ▼ **PIMS Get Rid of Clutter**

Personal information managers (PIMS) or contact managers are software programs sold for your personal computer that can store the names,

phone numbers, addresses and other data about everyone you deal with. These programs enable the user to get rid of needless office paper, reports *The Chicago Tribune*. If you seriously use the PIMS they will save you time and bring improvements to your life.

Users of these programs claim to get rid of stacks of trade magazines, press releases, containers and faxes. All it takes is the time to type in a first name, last name, a phone number, an address and zip code. Use the software to remind you to keep appointments and make calls. Type all your handwritten notes into the program.

### ▼ **Superhighway Will Influence Benefits**

Although knowledge about the information superhighway is still developing, employee benefits professionals predict it will change the way they obtain information and communicate, as well as the way they educate employees about benefits packages.

According to the International Foundation of Employee Benefit Plans' Corporate Research Panel, 81 percent of the 484 respondents think the information superhighway will moderately or significantly change the way corporate employee benefits professionals obtain benefits-related information. Eighty percent anticipate the information superhighway will moderately or significantly

## **Do You Owe UBIT?**

The answer to the following questions defines nonprofit paid unrelated business income tax (UBIT) as determined by the IRS: Is the Activity a trade or business? Is the Activity regularly carried on? and Is the Activity substantially related to the nonprofit's exempt purpose?, according to *The Nonprofit Board Report*.

Under the IRS test the activity would be substantially related if the activity is unique to the nonprofit's tax-exempt purpose and benefits people in their capacity as members of the association.

change the way corporate employee benefits professionals communicate with colleagues, clients or service providers. More than half see a role for the information superhighway in educating employees about employee benefits.

Although almost half (49 percent) of the respondents report minimal knowledge of the information superhighway, more than one-third (36 percent) of respondents have a strong interest in the information superhighway. Seventy-one percent of respondents have access to or are planning to access the Internet, and seventy-one percent have access to or are planning access to an online service.

### ▼ **Telecommuting Popular With Employees**

Executives who have telecommuting at their companies feel that it is not only popular with

employees but it also benefits employers, reports *BusinessWire*. The executives cited cost reduction, increased productivity and improved employee morale as benefits.

A study by Telecommute America! reports that two-thirds of Fortune 1000 companies currently have telecommuting programs, half of which were instituted in the past two years. A majority of those with telecommuting programs expect the programs to grow. Nearly 60 percent of executives from companies without programs said they expect to institute one within the next three years.

It is estimated that 40 percent of today's workers could be telecommuting, but only about 10 percent are doing so. Some 9.1 million Americans telecommuted from home last year, while millions more telecommuted from virtual offices and telework centers.



# *NESRA's 55th Anniversary*

**Marks 55 years of dedication to  
employee programs and  
professionalism. Read what members  
say about NESRA's success.**



**I**n honor of our anniversary, we talked to some of our members to find out what's kept NESRA going for 55 years. Many of the reasons members join NESRA are the same today as they were 55 years ago. Many members are the primary person at their companies responsible for implementing employee programs. These people look for resources to learn how to do their jobs better. They look for affirmation from others that they are doing their jobs correctly. They look to their peers for new approaches to traditional programs. They come to a national association dedicated to enhancing employee quality of life in hopes that by banding together, they can forge new paths in the field and that they can create visibility and professionalism for the position.

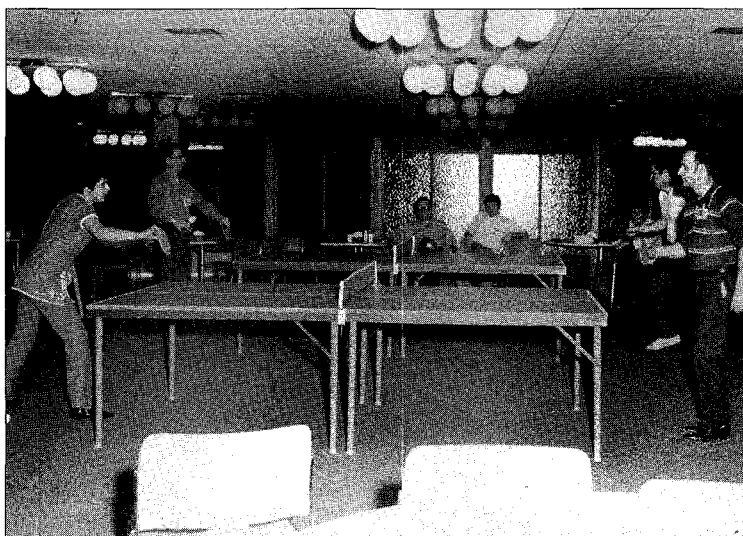
At the beginning, primarily only large industrial companies belonged to this association. NESRA was and still is the only association focusing on developing programs and services for employees while they are at work. Today various-sized companies are members representing all types of industries such as technology, defense contractors, hospitals, food companies and many others.

February 1996



### Members say:

- “In the 1950s, NIRA was different from other organizations because it was the only organization that addressed recreation through big industry.”—NESRA 1976-77 President Roy McClure, CESRL.
- “It was and is the only organization enhancing the professionalism of employee recreation.”—Jack Jarvis, Kohler Company, Kohler, WI.
- “I joined because I was the only person doing my job at my company. I felt I needed a network of people doing the same thing I did. I came from a parks and recreation background and I needed to find out what was being done in the private sector.” — NESRA 1988 President Ralph J. Ferrara, CESRA, General Mills, Minneapolis, MN.
- “I heard about NESRA through a friend and I joined to expand my company program and to expand my professional knowledge of the field.”—NESRA 1984 President Phyllis Smith, CESRA, NESRA Field Office, Rowland Heights, CA.
- “I joined NESRA because it’s the only association that delivers the market I want to target—employees at work.”—Associate Member Tom Kearns of Fuji TruColor, Hackensack, NJ.
- “Once I joined, I became very involved. Personally, I have a great appreciation for the experience I received while serving on the NESRA Board of Directors. It is the experience and the support I received from my NESRA friends that allowed me to re-direct my career after losing my job as an employee services and recreation administrator. My strong commitment to NESRA encouraged me to form my own independent sales business to serve the NESRA members. Thanks NESRA.”— NESRA 1986 President Ron Jones, CESRA, Ron Jones & Associates, Ridgefield, CT.
- “NESRA is a fulfilling group for us—it is a group of buyers.”—Associate Member Mary Lou Antista-Suba, San Diego Zoo and Wild Animal Park, San Diego, CA.
- “I was asked to teach a course in employee recreation in 1983. I didn’t know anything about it. I came across NESRA in some literature and there was nothing like it in Canada. I went to the conference in Breckenridge, CO and met managers in the field. I made so many good contacts that I



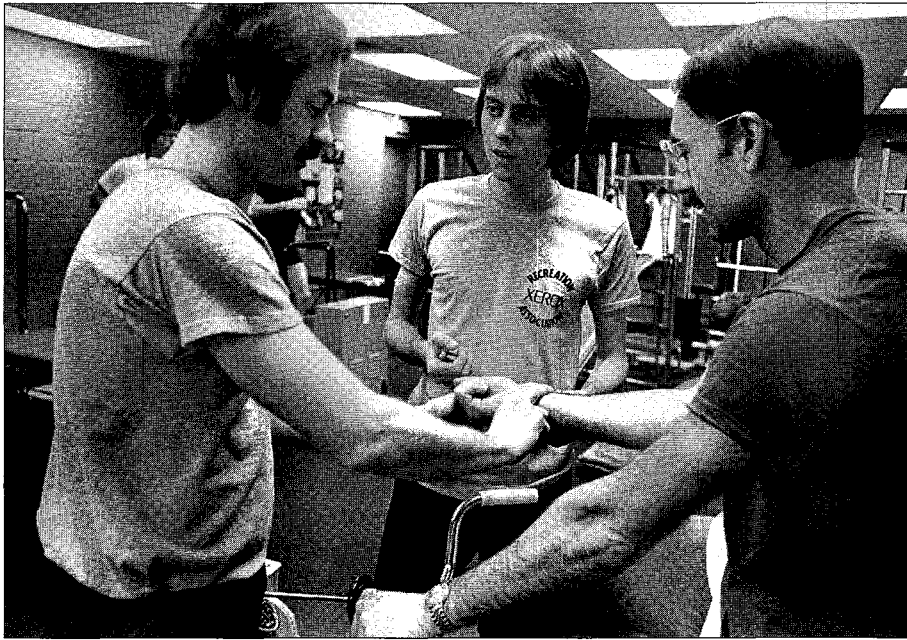
*Table tennis, card playing and sports tournaments were popular in the 1950s.*



*Special events and hobby clubs helped boost morale.*

**“In the 1950s, NIRA was  
different from other  
organizations because it was  
the only organization that  
addressed recreation  
through big industry.”**





*Above: In the 1970s two NESRA Past Presidents begin their careers with a focus on fitness. NESRA 1993 President Dave Baker, CESRA is pictured on the left and 1992 President Scott Baker, CESRA, in the center.*

*Below: Discount programs, convenient services, and employee stores gain popularity in the '80s-'90s.*

took my first class of students to Xerox and Kodak to see these programs in action. This association gave me the practical knowledge I interspersed with literature to teach the class.”—John Yardley, professor at Brock University in St. Catharines, Ontario, Canada.

### Changing Needs

In 1941 NESRA was incorporated as the American Association for Industrial Recreation (AAIR). The association stressed the importance of bringing recreation activities such as horseshoe playing, bowling, fishing, hunting and other sports to the workplace to

foster better relationships between employers and employees. Its founders also encouraged employers to provide better lighting, working conditions, pay and respect for employees.

In 1944 the Commission of Physical Fitness in Industry was formed by the U.S. government conveying the nation's concern for fitness. Recreation programs continued but members began looking for new ways to do things less expensively as a result of the post war economy. AAIR offered newsletters, manuals and idea clinics addressing the members' concerns.

In 1949, the association changed its name to the National Industrial Recreation Association (NIRA). It formed a Travel Council in 1957 to report on trends and issues in corporate travel. A regional plan was

developed in 1957 and in 1958 it published its first issue of its journal, *Recreation Management*.

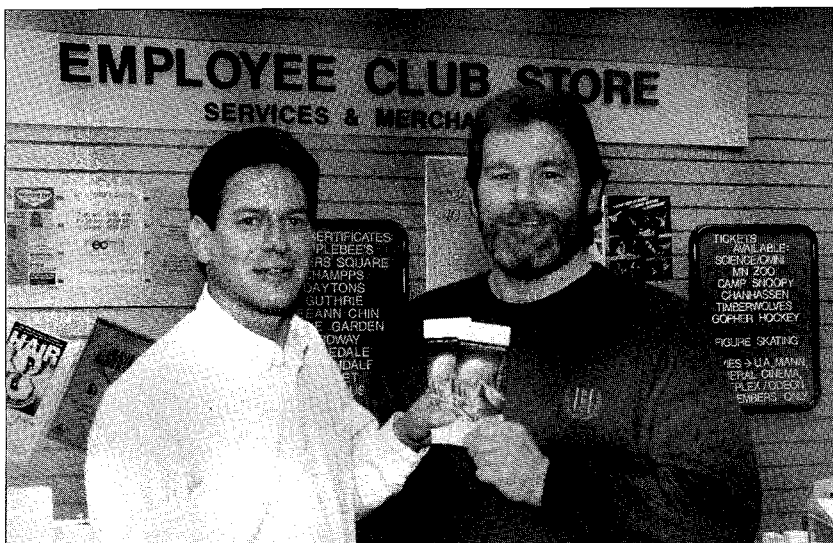
In the 1960s, community service became an additional element to recreation. The association developed a certification program and began its Research and Education Foundation. Employee parks with picnic areas, campground and sports fields were becoming popular.

In the 1970s, society believed automation would lead to substantial leisure time and NIRA members felt it was their responsibilities to educate employees on how to spend their leisure time. Recreation managers assumed their roles by dedicating themselves to planning and organizing structured events for employees. Hobby clubs, sports leagues, picnics and themed events became popular. The benefits of exercising were widely publicized and companies expanded their programs to focus on aerobics, running courses and other healthy living educational sessions.

NIRA took an active role in developing recreation managers. Its Research and Education Foundation addressed academic issues and NIRA developed an internship program.

The association also addressed the importance of getting management's support for programs and began its Employer of the Year award program.

In the 1980s managers realized employees would not have more leisure time, but instead



less, as the country focused on productivity in view of global competition. The country was out of its industrial age and well into its information age. In light of this and the reality that association members were managing more than recreation programs including health programs, employee stores, education programs, social events and other responsibilities such as food service, the association changed its name in 1982 to the National Employee Services and Recreation Association (NESRA).

The '80s brought more college-educated women to the workforce, a concern for child-care and eldercare issues, daily errands, self-improvement and heightened awareness of discount programs. Society stressed diversity among its employees and how they worked. Employee services programs were marketed to management as a way to bridge cultural barriers. Flextime and telecommuting began.

Employee services managers focused on relieving employees' stress from working long hours, keeping up with technology and balancing work and family life. Programs were no longer offered just to employees but also their families and retirees.

In the '90s, companies are operating lean and mean. There's a push for employees to produce more with less staff and fewer in-house resources. There's a struggle for companies to maintain their in-house employee services programs as downsizing becomes a reality. Employee services providers are no longer only full-time, primarily male managers working in large corporations. Membership has shifted to 75 percent female and they are not all full-timers. They are also volunteers and multi-hatters.

Employee services programs are moving away from the highly structured programs and more toward programs addressing everyday needs. Discount ticket sales are up and discount services are popular. Convenient services such as floral services, employee stores, on-site child-care centers, food service and on-site dry cleaning are in demand. Members are considering offering a broad range of programs to enhance employee quality of life.

However, gaining management support is of utmost importance. To gain respect and to continue a program's existence, employee services providers are aligning the goals of their programs to the goals of the company.

### **Members say**

- "Xerox's first program was a physical fitness program, then an athletics program and a hobby club program and then it added employee services. The biggest change occurred in employee services. Employee services—discount programs, car wash discounts, special event ticket sales, photofinishing and dry cleaning —is actually the largest revenue generating aspect of our program far exceeding physical fitness."— 1982-83 NESRA President Steve Edgerton, CESRA, Xerox Corporation, Webster, NY.

**"Today there's less money being spent on recreation, especially if the economy is poor. Today, companies are putting more money in services that improve morale and productivity. Companies want to spend their money across more employees and their families rather than spending a large amount on a few sports teams."**

- "Now there's more over-the-counter sales than there is firsthand programming of events."—NESRA 1993 President Dave Baker, CESRA, Xerox Corporation, El Segundo, CA.
- "Today, there's less money being spent on recreation, especially if the economy is poor. Today, companies are putting more money in services that improve morale and productivity. Companies want to spend their money across more employees and their families rather than spending a large amount on a few sports teams."—NESRA 1980-83 Northeast National Director Frank



*Julie Tiernan welcomes NESRA members to the conference held in Philadelphia in 1995.*

DeLuca, CESRA, Allied Signal Engines, Stratford, CT.

■ "I've had to adapt to the reality that there's less staff implementing programs. Today's members want to be able to offer a service without having to dedicate a lot of staff time to do it. I've seen more

self-service type of arrangements evolve." —Tom Kearns, Fuji TruColor, Hackensack, NJ.

■ "There was a thrust in benefits such as discount tickets. Then planned special events became popular. Now there's a fusion of these two programs going on as a result of so many companies streamlining their programs." —Tony Flores, Sea World of California, San Diego, CA.

### Going 55 Years Strong

Celebrating a 55th Anniversary is quite an achievement. NESRA members talk about why they think NESRA is still going strong.

■ "Employee services is still an industry with single people delivering these programs by themselves within their companies. There's still a need for these people to keep in contact with others in the industry. Maybe it's the nature of the job that makes you feel

comfortable with the support of a national organization. The association stays a step ahead of me—it stays abreast of trends. It continues to ask questions a day before I do." —Julie Tiernan, Bank of New York (Delaware), Newark, DE.

■ "Over the years, I got a lot of expert knowledge from NESRA members by simply calling them. I saved myself from making a lot of common mistakes—I can't sing the association's praises loud enough—it's really been great for me. . . Today, saving time is so important and now exchanging ideas and techniques can be done so easily with phone calls, faxing and the Internet." —Ralph Ferrara, CESRA.

■ "There's a different camaraderie and staying power among NESRA members—they are really dedicated to providing employees with quality products and services... The people have really grown within the field. They change how they do things and they do what they must to get the job done and they continue to use NESRA as their networking tool." —Mary Lou Antista-Suba.

■ "There's a real identity associated to being a NESRA member." —John Yardley

■ NESRA realized in the mid 1980s that to guide and serve its members' needs through tough economic times and the changes by company management a Strategic Long Range Plan would be required. As president of NESRA in 1986, I was involved with initiating and developing NESRA's first SLRP. Several modifications and updates have been made, but I'm sure it's safe to say NESRA's survival is a result of meeting the goals outlined in its SLRP." —Ron Jones, CESRA

■ "I think NESRA has survived because of its ability to adapt to the changing needs of its members. It's been able to assess what members need and it has the ability to meet those needs." —Dave Baker, CESRA.

■ "I think the key to NESRA's survival is that it took the perception of industrial recreation from a 'fun and games' mode to a different level—one of a business nature. Today our programs are more aligned with the company's goals and objectives in terms of dollars and profit." —NESRA 1985 President Leroy Hollins, CESRA, Lockheed Martin Astronautics, Denver, CO.

■ "Its progressive attitude has kept NESRA going for 55 years. There's a lot of people

**"I think the key to NESRA's survival is that it took the perception of industrial recreation from a 'fun and games' mode to a different level—one of a business nature. Today our programs are more aligned with the company's goals and objectives in terms of dollars and profit."**

## Milestones for NESRA

### 1940s

- Incorporated as the American Association for Industrial Recreation (AAIR) November 21, 1941
- Released results of survey entitled "Recreation: Its Development and Present Status," which propagated the value of recreation in the workplace
- The war effort created a need for increased morale. Industrial recreation addressed this need
- U.S. Government proclaimed physical fitness a concern. The Commission of Physical Fitness in Industry was formed
- 1949 association changed its name to National Industrial Recreation Association (NIRA)

### 1950s

- Industrial recreation programs survived post-war economy because they began generating funds
- NIRA published manual "How to Measure Program Effectiveness"
- NIRA formed Travel Council to monitor and report trends in corporate travel programs
- Helms Athletic Foundation was created to award organizations with the outstanding industrial recreation program

- NIRA developed a regional plan to add structure to its growing membership
- The first issue of the association's journal, *Recreation Management*, was published.

### 1960s

- Certification programs added credibility for members: Certified Industrial Recreation Administrator (CIRA) and Certified Industrial Recreation Leader (CIRL) were established
- National Industrial Recreation Research and Education Foundation established a scholarship for students studying in related areas

### 1970s

- Internship programs began
- Employer of the Year Award established to emphasize importance of management support
- Fitness gained popularity and companies began offering fitness programs and fitness facilities to prevent disease and reduce health care costs

### 1980s

- Effective January 1, 1982 NIRA changed its name to the National Employee Services and Recreation Association (NESRA)
- NESRA's Award Program includes categories for promotional pieces, newsletters and overall program development
- NESRA designates a special membership section for employee store managers
- Emphasis is placed on planning for the future. NESRA holds first Strategic Long-Range Planning Meeting

### 1990s

- NESRA adds Vice President, Strategic Planning position to its Board of Directors
- Regions are restructured to encourage increased membership involvement
- NESRA develops its first video promoting the benefits of membership
- NESRA publishes its Work and Family report
- NESRA Headquarters updates computer systems to deliver on-line services
- A new publication will be released: *Employee Services: A Strategic Component of Business*. It shows how offering employee services is good for business and tells how members are aligning their program goals to the goals of the company

who dedicated their time to the national organization. We've made major changes in the association's name, its board of directors and we'll keep making changes to bring us into the year 2000 and beyond. Our strategic long range plan will continue to identify trends and keep us on track for the future."—Phyllis Smith, CESRA.


- "NESRA improves every year. It delivers new ideas that members bring back to their companies. Members continue to tell their peers of NESRA and membership continues to grow"—Jennifer Morgan, REEC, Las Vegas, NV.
- "What's kept NESRA going for 55 years? Its value. There's a tremendous amount of value in what NESRA offers. For its dues, NESRA provides an enormous amount of resources for its members. It's a great value for a company of any size—every company is important to NESRA. Every company has the opportunity to get a lot of information, support and direction if it chooses to."—Tony Flores.

### Moving Ahead

As the sole provider of information and resources on employee programs, NESRA will move ahead as a leader in the field. It will keep abreast of trends, assess the needs of its members and deliver the information and resources members require. In addition to delivering the latest information, it will deliver it in the quickest, most efficient manner, keeping up with technology.

Its leaders understand what keeps it going is its members and their ability to stay in touch with each other. NESRA will increase all its communication strategies. It will continue to work with the academic world to enhance the professionalism of the field and it will continue to develop leaders for the future.

### A member says:

"NESRA has been here 55 years and I hope it's around for another 55 years. NESRA's really doing its job." —Frank DeLuca, CESRA 

# Benchmarking

## *An Effective Change*

by Jim Staker

**B**enchmarking is a disarmingly simple technique for promoting improvement by bringing new ideas into the organization. It has gained worldwide acceptance as a process for exchanging information.

Continuous improvement, change, effectiveness, efficiency...words that can be greeted with groans or inspiration. As organizations examine every facet of their operation, better ways of doing things have become integral to day-to-day activity.

Benchmarking has been embraced by many as a process for bringing new ideas into an

organization and enriching and enhancing their operations.

Xerox, for example, has conducted hundreds of benchmarking studies. In employee services, they have examined health, fitness and employee services in general as well as specifics like retiree activities and costs. They have benchmarked with Texas Instruments, 3M and Phillips Petroleum.

The term "benchmarking" has been used and misused in the business community over the past 5-8 years. What is it, what's the appeal and how can it work effectively for you?

Benchmarking is a change process. It's a process of searching for best performers in a particular process, function, product, service or practice. The objective is to learn from others' experiences to build one's own competitively superior performance.

Benchmarks, on the other hand, are measures that help an organization understand its strengths and weaknesses, gauge performance and chart a course for improvement. They are part of the benchmarking process but not the whole process.

The benchmarking process appears disarmingly simple: learn how others do something. Take the best practices and use them to shape your own process or practice. (For example, don't reinvent the wheel—use the best features of other wheelwrights to fashion a competitively superior wheel.) In practice the process becomes more complicated. It includes a set of basic activities:

**Benchmarking is a change process.**

**It's a process of searching for best**

**performers in a particular process,**

**function, product, service or**

**practice. The objective is to learn**

**from others' experiences to build**

**one's own competitively superior**

**performance.**

### ■ **Organize the Project**

Understand the need for change, identify the stakeholders, assemble a team of "experts" and develop a project plan.

### ■ **Gather Information**

Conduct secondary research, document your own process, identify benchmarking partners, conduct interviews with best performers.

### ■ **Analyze**

Take the best and in conjunction with your business'/organization's needs, fashion a competitively superior process, practice, product, etc.

### ■ **Implement**

Make the change happen. The stakeholders are already involved (from the organize step), benchmarking team members can transition to an implementation team.

Benchmarking includes concepts that may be new to an organization:

■ **Going outside**—learning from others, even in different industries

■ **Sharing**—a two-way exchange of information with benchmarking partners

■ **Involving the stakeholders** in the change process, including the partner interviews

To make the most of the benchmarking process and help you avoid misleading others about your benchmarking activities, the leading practitioners were polled for their suggestions. What do they say?

The following practices were put together through discussions with individuals conducting benchmarking projects in some of the leading practitioner organizations including Xerox, DuPont, General Motors, 3M and American Express. There is a caution, however, effective benchmarking takes place in the context of your organization, its culture, resource constraints and previous project successes. Above all, common sense, dictates what will, or will not, work best for you.

### **Getting Started**

Do some reading. There are dozens of books on benchmarking. Spending some time with one will help you understand the underlying principles and provide some examples of successful projects.

Plan for change. Don't use benchmarking as an excuse for casual visits. It's a process for seriously exchanging ideas and practices with partner companies with the intention of

bringing improvements into your operation.

Be realistic. Select a project area that is well-defined and scoped for completion within a reasonable time.

Seek internal support. Management should be committed to the project and provide sufficient resources for timely completion.

### **Analyzing Your Own Process or Function**

Develop a thorough understanding of the process or function under study as it is currently performed in order to establish a baseline. Joe Hauglie, CESRA, manager of employee services at Computing Devices International, Bloomington, MN, says, "The key is understanding your own processes prior to going in and meeting with others."

Benchmarking is an exchange of information between you and a partner or partners. Be ready and willing to share your practices.

Identify critical performance measures and collect data to indicate present performance.



**Benchmarking is an exchange of information between you and a partner or partners. Be ready and willing to share your practices.**

### **Identifying Potential Partners**

Establish selection criteria for potential benchmarking partners based on study issues, organization culture, similarity of problems and any other criteria that may be important to the acceptance of their way of doing business.

Conduct secondary research to broaden your knowledge about the topic area and to help identify potential partners. Use your own professional contacts as a source of information.

Locate potential benchmarking partners outside of their own industry as sources of innovative practices that can lead to substantial improvement.

### Establishing Partnerships

Approaching potential partners may take creativity. Use your organization's benchmarking liaison if one exists. They can often be helpful in this "networking" element of benchmarking.

When contacting a potential partner, present clearly established expectations and constraints and your demands on their time up front. Share questionnaires, interview guidelines and time requirements early in the contact process.

The basis for successful benchmarking is sharing. Be proactive about offering to share your practices with a partner, or share the study results.

### Collecting Data and Information

Seek advice from legal counsel when considering benchmarking with competitors or when any doubt about legality exists.

Study question sets should be brief. The focus should be on the area where change needs have been identified. Don't waste a partner's time with open-ended fishing expeditions.

The most effective benchmarking projects include face-to-face interviews where the interaction can capture "hard" answers to question sets as well as the "soft" practices and enablers that lead to success. Follow-up questions can also be immediate.

### Identifying Gaps and Learnings

Examine data for consistency and cause-and-effect relationships between measures and practices/enablers.

Look for directional learnings. What are they? Avoid excess precision and over-analysis of data.

### Developing Recommendations

Benchmarking is not copying. Effective projects bring together the practices of a number of partner organizations and, within your culture and operational constraints, mold practices that can be viewed as the best solution for your organization.

Outline an action plan that takes into account the impact of the implementation on peripheral groups and allows the implementation team flexibility in developing project details.

Evaluate change recommendations for timing, cost and expected benefit.


### Implementing Change

Key stakeholders involved in the change process should understand both the rationale behind the change and what is expected of them.

A monitoring process, which is established before initiating the change, focuses on the critical and previously identified performance measures.

The implementation team includes one or more members of the benchmarking team to ensure continuity and understanding.

### Conclusion

Above all, effective benchmarking means approaching it as a serious change process: A process of bringing in new ideas with the intent of providing better services to your organization. Remember to keep in mind that benchmarking projects have three important elements. They take two (or more) partners, they take hard work and they take time. 



*James Staker is director of The Strategic Planning Institute's Council on Benchmarking. The Council has provided a forum for the sharing of benchmarking tools, techniques and successes among its member companies since 1989. For further information, you can contact Jim at The SPI Council on Benchmarking, 1030 Massachusetts Ave., Cambridge, MA 02138 (617) 491-9200*

*The Strategic Planning Institute is a not-for-profit organization that conducts business research by collecting and analyzing data on business performance and conducting council sessions on particular areas of interest to our members. It was formed in 1975 and has principal offices in Cambridge, MA.*



# *Go For It!*

## **You Can Create That Discount Program!**

**T**he size of a company is not a barrier in setting up an aggressive employee discount program! Thoms Proestler Company (TPC) is a wholesale food distributor located in the Quad Cities USA (Davenport & Bettendorf, IA and Rock Island & Moline, IL), and has an employee base of 400. TPC's core management team knows that this type of program helps keep employees satisfied at home as well as at work. Employees who are content are more productive and show an improvement in job satisfaction.

### **The Decision and Support**

Late in 1994 the core team decided to create a position for the purpose of developing an employee services program as well as to improve corporate communication. I was chosen for the new position. I had been the corporate controller for 24 years. The team decided that someone "inside the organization" would be readily familiar with employees' needs. I offered experience in promotion while serving as chairman of a local tourism council for several years.

Possibly one of the greatest obstacles many companies face in setting up an employee services program—that of having the full support of management behind it, was overcome with the decision by management to establish this program at TPC. In fact, many members of the core team encouraged me to "have fun at the task," and to "be creative for our type of company." Management was

looking for someone who is persistent in achieving a goal. My philosophy is, "If the first supplier tells you 'no,' maybe the second or third contacted will have something better to offer than the first one did!" The person setting up an employee services program has to be 100 percent "sold" on the importance of having such a program.

### **Getting Started**

To get started, I contacted an area company who had an employee services program. That person put me in contact with Ken

*by Ron Peterson*

*A new brochure in the employee services rack catches the attention of TPC employees in the lunchroom.*





TPC employees enjoy a recent book fair held in the lunchroom.

▼  
To help  
employees  
save money  
on the  
basics, I  
decided to  
offer a  
discount on  
gasoline.

Cammarata, director of member services, at NESRA Headquarters. After visiting with Ken on the phone and receiving information about NESRA, I decided to become a member. Immediately upon receipt of the *NESRA Membership and Peer Network Directory*, I contacted several members who were listed under "discount programs" and "newsletters" for their ideas.

After receiving suggestions from a cross-section of NESRA members, I developed an employee discount program that features several NESRA National Associate Members as well as includes a good mix of local suppliers. The *NESRA's Buyer's Guide & Services Directory* provided information about various programs offered from the Associate Members. I pursued local suppliers as well. The program began with a focus on offering discounts that would save employees money on the basics (i.e., food, travel, etc.). It is important not to try to cover too many things at once. Focus on a couple of projects before moving on to the next ones. The total time involved in setting up a basic discount program at TPC was approximately four months.

#### Promotion and Logistics

Just as the discount program began to take shape, a new employee newsletter called the *TPC SCOOP* was developed and distributed

bimonthly. This was "perfect timing." The newsletter became the vehicle to promote discounts. To complement this, I displayed updated flyers describing discounts in a prominent place in the lunchroom. It is important that employees fully understand the programs and participate in them. Don't just tell your employees once about something—keep it before them time and time again. The best programs in the world will not work if the employees are not interested in them!

I made arrangements with local suppliers so that after a discount was negotiated, employees would simply show their company ID card to receive the discount. First I distributed ID cards to all employees and retirees.

Employees were lured to pick up an ID card with a giveaway of a listing of all employee discounts. The cards are issued for one-year and are used as proof of employment at many local vendors who offer discounts to employees. Since employees do not like to carry lots of different cards/coupons with them, suppliers are encouraged to accept the TPC ID cards in place of their own cards.

When we began publishing the newsletter, I received the full support of our desktop publishing department and printing department. The newsletter, promotional flyers, supplier handouts and ID cards for new employees were inserted in weekly payroll check envelopes by the human resources department.

#### Capitalizing on Convenience

Although I'm responsible for developing and administering the discount and newsletter programs, I always discuss new ideas with my boss, Tom Thoms, vice president, corporate development. While many of the discount programs are provided by various suppliers, most of them only involve the time in setting them up and promoting them to the employees. For us, straight discounts are offered to employees. We do not generate revenue. Proceeds from a recent book fair were donated to the United Way fund.

To help employees save money on the basics, I decided to offer a discount on gasoline. It wasn't easy, but I did it. After

contacting several national and regional gasoline suppliers, I finally found a regional supplier who was willing to give so many cents per gallon off whenever a TPC employee purchased gas at one of their stations. Employees enjoy the convenience of on-site dry cleaning drop-off and pick-up and on-site photofinishing services. They get a discount at a local fitness center. They save themselves the bother of returning video rentals to a local video store because I arranged for the store to have a drop box on-site. It costs us nothing. I asked the local video store to put a drop box near our time clock. The video store simply has to pick up videos. Employees save time by bringing videos with them to work to return them.

One of the very popular national programs is travel assistance. Through contact with NESRA Associate Members, information is available to employees on car rental, hotel/motel and entertainment/resorts by state and country. While some programs can be measured in popularity by their usage, others are much more difficult to evaluate. A handful of employees have given us feedback about our national programs. However, if one employee can save a considerable amount on a major purchase, that program is worth having.

Not to be outdone by outside firms, TPC has developed two of its own discount programs for all employees and retirees. As a wholesale food distributor, the company offers food and related merchandise at a sale price of just slightly over cost to employees and retirees. The second program was developed in cooperation with several of the company's restaurant customers and offers a 10 percent discount when employees dine at these select customers. Several of the restaurants also participate by giving an additional discount on top of what TPC gives.

Once an employee discount program has been established, it becomes much easier to obtain additional suppliers to participate in the program. Prospective suppliers are much more prone to consider my proposal when I can show them my tools for promoting the program to employees, give them a sample of employees' ID cards and explain that participating in this program is a "win/win" situation for them as well as our employees. One supplier needed a minimum number of employees much larger than our base; but, they were so impressed with the way I continuously promoted the program that they decided to include Thoms Proestler Company in their offering.

## Conclusion

The keys to developing a successful discount program in a small company are: Planning, obtaining the support of management and employees, constant communication and persistence. Then, "Go For It! Create That Discount Program!"

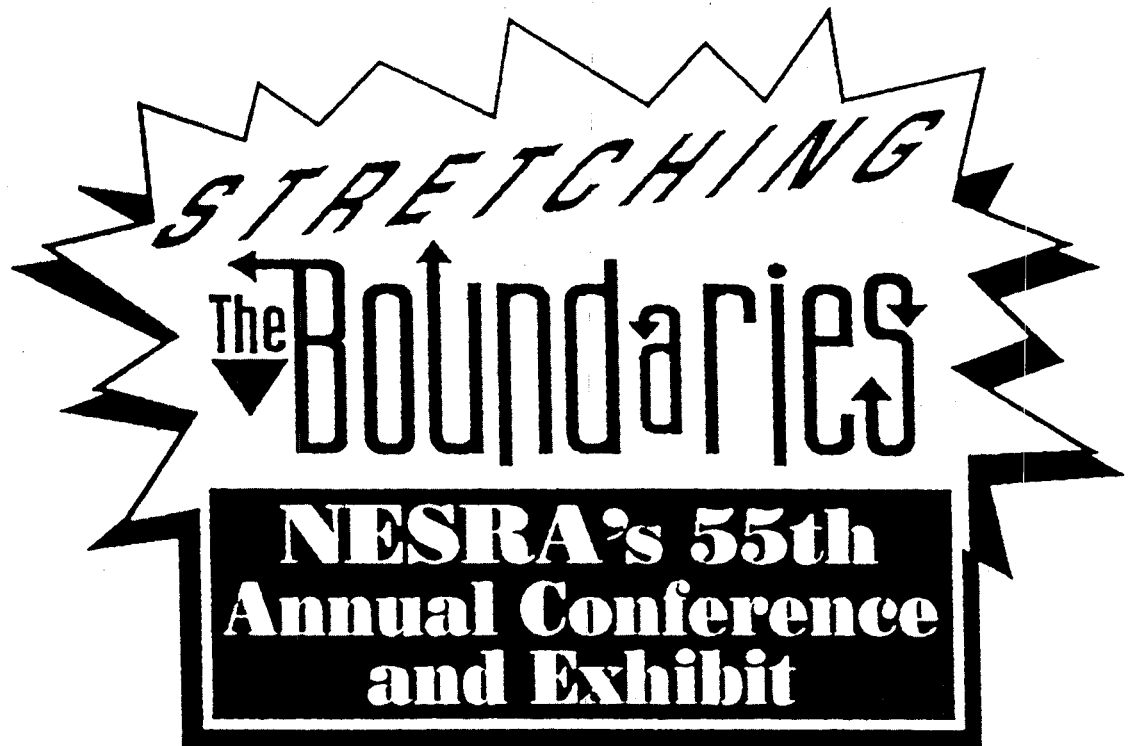


*Thom Thoms (left), vice president, corporate development, and Ron Peterson, employee services manager, discuss a new discount program idea for TPC employees.*

*Ron Peterson is corporate development assistant, editor of the company newsletter and manager of the employee services program at Thoms Proestler Company (TPC), Rock Island, IL.*

▼  
**Employees**  
**save**  
**themselves**  
**the bother of**  
**returning**  
**video rentals**  
**to a local**  
**video store**  
**because I**  
**arranged for**  
**the store to**  
**have a drop**  
**box on-site.**

# Conference Preview



## **Gear up for Change. We'll Be Stretching the Boundaries at NESRA's 55th Annual Conference and Exhibit**

**S**ee new opportunities. Find new solutions. Plan with effective strategies. Think differently. That's what NESRA's 55th Annual Conference and Exhibit is going to be about.

Come get the latest techniques, see the newest products, talk with new people. Take yourself out of your routine and put yourself among the movers and shakers in employee services. Las Vegas promises to draw a record number of attendees and the exhibit hall is on its way to being sold out!

This is the only national conference specifically for employee services. It's in Las Vegas, April 21-25, 1996. You'll be able to focus on what's important to you—employee

programs, employee stores, fitness/health, chapter leadership, technology, career development and much more!

The national conference experience is more than attending sessions. It also involves receiving awards, participating in lively discussions, enjoying evening festivities and learning as you talk with others who manage employee services all over the country.

Join the leaders in employee services as they accept the challenge of stretching the boundaries of conventional business. Read about the on-target general sessions and meet some of the speakers who will give you a fresh perspective on how to do your job.



### **When the World is Stretching Your Boundaries**

*Linda Boardman  
Pritchett & Associates*

Change is here to stay and the pace will get faster! Understand how radical changes in a world gone warp are driving radical changes in the employee services and recreation field. You'll learn the importance of teaching yourself to "see" differently and to approach reinventing the employee services and recreation field from a position of courage and curiosity—not answers.

Linda Boardman is a consultant and speaker with more than 15 years' experience in helping organizations deal successfully with change. She has worked with companies throughout North America, Western Europe, and Greenland. She designs, develops and implements educational programs and informative talks that help companies avoid the pitfalls of change and take advantage of the unique opportunities it presents. As a speaker, she mixes serious content with a motivational style of presentation. Metaphors, memory hooks and visual aids combine to make her major points easy to remember and apply. Linda talks on many topics such as change, managing stress, new work habits, team reconstruction, values and maximizing your personal performance power.

*Employee Services Management*

### **The Future and the Human Resources Profession: Assumptions Challenged**

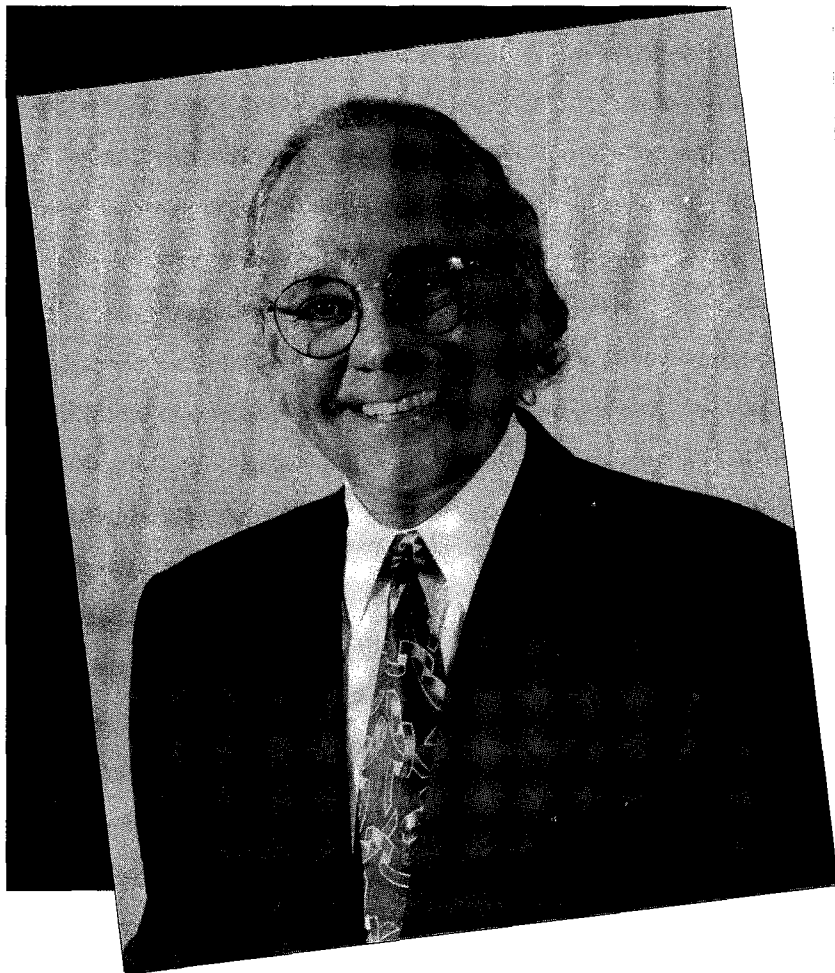
*Michael Losey, SPHR  
Society for Human Resource Management*

With the human resource function playing a much more involved and strategic role in most organizations, HR professionals must accurately anticipate future trends and requirements. Michael Losey will provide insight into the human resource requirements of the future. This session reviews the current economic situation, challenges some traditional assumptions and suggests new trends and issues for the future. Michael reinforces the value of the profession for those who are in it and encourages those who will shape the profession's future to challenge themselves to break existing paradigms.

Michael R. Losey, SPHR, President & CEO of the Society for Human Resource Management (SHRM), has over 30 years experience in all areas of human resource management. Before being named to the Society's top position in 1990, he served more than 28 years in management and executive level positions with two Fortune 50 organizations.

SHRM, a not-for-profit organization, is the leading voice of the human resource profession, representing the interests of more than 65,000 professional and student members from around the world.





### **You Can Make A Difference**

*Arte Nathan  
The Mirage Resorts*

Never has there been a more visible tool that demonstrates to recruits, employees and community alike a company's commitment to enhancing employee quality of life than employee services. There's a natural link between employee services and good public relations. Arte will explain why you are in a strategic position to become very visible in your company and community and how you can develop positive PR for your company.

Arte has delighted and dazzled NESRA members before and this will be an especially memorable occasion because he will be on his turf—in the splendor of the Mirage.

In March of 1987, Arte was selected to become a member of the pre-opening team for the Golden Nugget's new resort on the Las Vegas Strip. He moved to Las Vegas from Atlantic City in September of 1987 to assume the position of vice president of human resources for The Mirage. He oversees employment, compensation, employee

relations, training and development, employee services, employee communications, human resource information systems and safety.

Prior to joining The Mirage, Arte was an executive with the Golden Nugget Casino Hotel in Atlantic City, New Jersey. He held the position of director of personnel and labor relations from 1983 until his move to Las Vegas in 1987.

### **Maximizing Your Career Success**

*Anne Boe, Keynote Motivational Speaker/Author*

This lively session will teach you how to set realistic, achievable career goals based on your needs and your company's objectives. Learn to create your own visibility, get known by those who count, and also learn how to assess your career strengths and skills—both externally and internally. Career success is the ability to keep your eye on goals, eliminate distractions and create momentum towards what you want.

International keynote motivational speaker, Anne Boe, is the leading expert on networking for career, financial and relationship success.





She has authored two books: *Is Your Net-Working?* and *Networking Success: How to Turn Business & Financial Relationships into Fun and Profit*. Her video tapes include, "Networking for Personal and Professional Growth," "How to Net Your Playmate," and "Successful Women in Network Marketing." Recently, she was a featured guest on the Phil Donahue show, and appeared on the NBC talk show, "The Other Side." In addition, Anne was the recipient of the speaker of the year award for the National Management Association. In 1992, Anne was rated as one of the top 10 speakers at the Society for Human Resource Management National Conference.

define your purpose, increase your self-esteem, set and achieve goals, stretch your limits, and redefine success in new and exciting terms.

Richard F. Gerson, Ph.D., CMC, CPSP is an internationally renowned author, consultant, speaker and trainer. He is president of Gerson Goodson, Inc., a consulting firm with expertise in marketing, management and corporate training. Richard is especially well known for his innovative, creative, low cost and no-cost Maverick Marketing™ and customer service techniques, his unique and results-oriented Breakthrough Learning™ and training techniques and his Extraordinary Selling Power™ presentations that help sales professionals "read their customers' minds" to sell more in less time with less stress.

Richard is a much sought-after speaker who has presented at numerous regional, national and international conventions on a variety of business and motivational topics. He is dynamic, enthusiastic, and passionate with his high-energy presentations. He involves his audience plus motivates them to immediately implement the practical tips and techniques he teaches.

This is just a sample of what's in store for you at NESRA's 55th Annual Conference and Exhibit. Use the registration form on the following page to reserve your place at NESRA's 55th Annual Conference and Exhibit, April 21-25, 1996 at The Mirage, Las Vegas, NV.

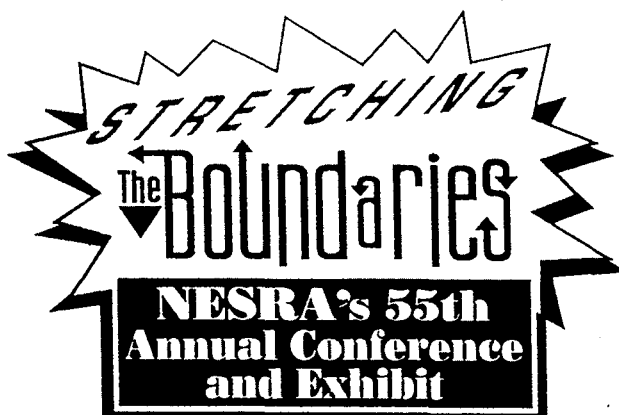


### Achieve Your Dreams

Richard Gerson, Ph.D., CMC  
Gerson Goodson, Inc.

Everyone has at least one dream in their life that they really want to achieve. Yet, most people mistakenly believe they can never achieve their dream and so it remains nothing more than a fantasy or wishful thinking. Now there are definite strategies, tactics and techniques that people can use to achieve their dreams. This program will teach you how to

*Employee Services Management*





# NESRA's 55th Annual Conference and Exhibit Offers Over 40 Concurrent Sessions

## Concurrent Sessions

Anniversary Celebrations  
Computer Applications &  
Communication in Employee  
Services  
Developing or Expanding an  
Employee Discount Program  
Diversity—What's The Point?  
Doing More With Less  
Employee Services: A  
Strategic Component of  
Business  
Exhibitor Session:  
Relationships Reap Rewards  
Expanding Your Horizons:  
Dare To Say Yes  
Fundraising For Employee  
Associations  
I Love This Game  
Idea-A-Minute Program  
Exchange  
Improve the Effectiveness of  
your Board of Directors  
Low-Cost No-Cost Programs  
Maintaining A Positive Attitude  
Making Lunchtime Funtime  
Making Your Company Your  
Customer  
Marketing: The Keys To  
Quality  
Maximizing Your Career  
Success  
Measuring Program Success  
New Attendees Session: Is  
Your Net Working?  
Personality Style I.D.  
Surfing the "Net" for NESRA  
Trends in Employee Reward  
and Recognition Programs  
Turning A Volunteer Position  
To Full-Time  
Working Within the Framework  
of Your Organization's  
Solicitation Policy

## Employee Store Track

Designing Special Promotions  
Employee Store Idea Exchange  
Increase Sales While Managing  
Your Store More Easily  
Strategic Planning for  
Employee Stores  
Supplier Relationships and  
Expectations  
The Mobile Employee Store:  
Serving Your Satellite Offices

## Health/Fitness Track

Motivating Employees to  
Better Health  
Outsourcing Your Wellness  
Program—Pros & Cons  
Self Defense As Part of  
Wellness  
Trends in Corporate Fitness:  
Staying With the Times  
Wellness Without Facilities

## Chapter Track

Chapter Tax Compliance and  
Other Legalities  
Fundraising Through Silent &  
Live Auctions  
Getting Free Publicity  
Idea Exchange  
Planning A Successful  
Vendor Fair

## Special Air Rates

Special low airfares can be applied for travel on any days between April 18-28, 1996. Savings will range from 5-10 percent off of the lowest available airfares. To take advantage of these low fares on most major airlines, contact:

**Quantum TravelNet**  
**NESRA Convention Desk,**  
**extension 611**  
**(800) 693-6262**

**Call between 9 a.m. - 5 p.m.**  
**Eastern time, Mon.-Fri.**

*Note: NESRA encourages you to look into these special rates. However, we understand that you reserve the option to consult with your travel agent and/or charter carrier.*

## Rental Car Discounts

Avis is offering NESRA 1996 Conference & Exhibit attendees the following discounts on car rentals:

Class	Daily	Weekly
Subcompact	\$29	\$109
Compact	\$30	\$139
Intermediate	\$32	\$159
Full Size, 2-Door	\$34	\$169
Full Size, 4-Door	\$36	\$179

Unlimited Free Mileage and these special rates are good from one week before to one week after the April 21-25, 1996 conference. To reserve a car, call

**AVIS**  
**(800) 367-2847**  
**and mention the Avis Worldwide**  
**Discount Number AB622945.**

**Use the registration form on page 23 to register today!**

**NESRA's**  
**55th Annual Conference and Exhibit**  
**The Mirage Hotel, Las Vegas, Nevada**  
**April 21-25, 1996**  
**Registration Form**

Full Name (Print) \_\_\_\_\_ Common First Name \_\_\_\_\_  
Position: \_\_\_\_\_ Certification status: \_\_\_\_\_ CESRA \_\_\_\_\_ RVESRA  
Company \_\_\_\_\_ Number of Employees \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
Phone \_\_\_\_\_ Does your company have an employee store? \_\_\_\_\_ Yes \_\_\_\_\_ No  
Fax \_\_\_\_\_ Is this your first National Conference? \_\_\_\_\_ Yes \_\_\_\_\_ No  
Expected date of Arrival \_\_\_\_\_ Departure \_\_\_\_\_

( ) Please check if you have disabilities and require special services. Attach a description of your needs.

**REGISTRATION FEES: Please circle amount enclosed.**

	Prior to 3/21/96	After 3/21/96
Delegate-NESRA Member	\$425	\$455
Non-Member Delegate	830	860
Spouse	200	200
Student	150	150
Retiree	75	75

**SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.**

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60521-2371. Any questions, call (708) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/15/96. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with The Mirage Hotel. We cannot guarantee room availability after 3/22/96. NESRA Conference room rate at The Mirage Hotel is \$114 per night (single or double occupancy). Should you prefer to telephone in your room reservation, the number is (800) 627-6667. Be sure to state you are part of the NESRA Conference.

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1 2 3 4 5

# A Commitment to Excellence in Employee Services and Recreation

## **The NESRA Education & Research Foundation**

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

### **Current Foundation projects include:**

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research who will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

### **Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.**

☐ Yes! I'd like to send a tax-deductible donation to the NESRA Education and Research Foundation! My donation is for the following amount:

☐ \$25 ☐ \$50 ☐ \$250 ☐ \$500 ☐ \$750 ☐ \$1,000 ☐ other: \$ \_\_\_\_\_

My organization is involved in a corporate gift-matching program: ☐ yes ☐ no ☐ I'm not sure.

Send your donations to: NESRA Education and Research Foundation  
2211 York Road, Suite 207, Oak Brook, IL 60521-2371

*Thank you*

# NESRA's Foundation

## *Focuses on Powerful Book for Employee Services*

**N**ESRA's Education and Research Foundation, chaired by Ralph J. Ferrara, CESRA, is contributing to two major developments for NESRA.

First, it is financially supporting the publication of a new book that will present a universal definition of employee services and describe the

value of employee services to the success of a company's business.

The book, scheduled for release by September 1996, will be marketed to

will win half the money raised from selling raffle tickets and the

Foundation will use the other half to further solicit research studies in the

**New publication will define  
employee services and show its  
value to Corporate America!**

### **The Foundation remembers Arthur Conrad J.D.**

*(January 6, 1913-September 13, 1995)*

Art Conrad served as chairman of NESRA's Education and Research Foundation beginning in 1982 and served as Chairman Emeritus from 1992 to 1995. He began his association with NESRA in 1956 when he was elected a director and public relations counsel of the Flick-Reedy Corporation. He served on NESRA's Board of Directors from 1964-1982.

Art Conrad was an outstanding individual who committed himself to raising funds for the advancement of NESRA's Foundation. He actively solicited research in employee services and he provided tremendous support to the field.

With the contribution of Conrad's leadership the NESRA Education and Research Foundation continues today. NESRA is grateful for Conrad's many years of service. The association will miss him.

NESRA members and to human resource managers across the country.

NESRA Past President Bob Pindroh, CESRA, wrote the book based on his experience, hundreds of resources and interviews with practitioners in the field.

The Foundation hopes the book will help employee services gain recognition and management support in addition to serving as a guide for those managing programs.

The new publication will be promoted at NESRA's 55th Annual Conference and Exhibit. Bob Pindroh will be presenting some of his findings during a concurrent session and he will be available to discuss the book with members.

Foundation Trustees will be very visible at NESRA's 55th Annual Conference and Exhibit. The group will greet attendees at the conference with a chance to be a winner in a "50/50 Raffle." A NESRA attendee

field, publish publications and enhance member services.

Trustees will also be presenting a concurrent session to chapter leaders. Chapters are always looking for new programming ideas and they are dedicated to enhancing the development of employee services. For these reasons, trustees will teach chapter leaders how to hold silent and live auctions to generate funds that can be donated to the Foundation to be used to develop new publications, reports and surveys showing the value of employee services.

The Foundation encourages NESRA members to solicit new research reports and studies to be done in the area of employee services and related areas. Those performing such research can apply for scholarships and grants awarded by the Foundation. Call NESRA Headquarters to receive information about these offerings.



*If you're planning employee programs, you should have*

## **Motorola's Recreation Manual**

Motorola has a long-standing employee services program and has compiled instructional information and form samples for a variety of programs. This 238-page, 2nd edition book has sections on safety, insurance, financing, recognition, banquets and on how to plan on- and off-site activities and events. It's a great reference tool—and a treasure of new ideas—for anyone planning employee services.

NESRA Member Price                      \$35

Nonmember Price                      \$45

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Please send me \_\_\_\_ copies of Motorola's Recreation Manual - 2nd Edition for \$35 (or \$45 for non NESRA Members), plus \$2 for shipping.

Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone (     ) \_\_\_\_\_

☐ check if you'd also like membership information.

Send check and order form to:  
National Employee Services &  
Recreation Association  
2211 York Rd., Suite 207  
Oak Brook, IL 60521-2371



Photography by Michael Manheim

We help  
kids with  
asthma  
breathe  
easier.  
So their  
parents can,  
too.

The American Lung Association fights lung disease by helping kids and their parents control asthma. Call 1-800-LUNG-USA to learn more.

Because...when you can't breathe, nothing else matters.®

 **AMERICAN  
LUNG  
ASSOCIATION.®**

**1-800-LUNG-USA**

# How To Motivate Sedentary Employees: A Simple, Three-Step Approach

by Tom Deters, DC

**A**t the risk of sounding cliché, being fit is as much a state of mind as it describes one's level of physical conditioning. But therein lies the real key to any corporate wellness or fitness program: Fitness must begin in the mind before any physical or lifestyle change can occur.

The fact is, a person who exercises regularly not only has a higher level of fitness (and health) than someone who doesn't, but s/he also maintains a more positive attitude. And when your employees are healthy and feel good, those positive feelings carry over into other aspects of their lives, including their jobs. They miss fewer days from work, are more productive and feel better about their jobs—qualities that help both employer and employee. Bingo! To motivate people in any wellness program, we have to sell them on being able to enhance the quality of their lives, to feel more energetic, more productive and more confident.

So where do we begin when it comes to motivating people who either have never exercised regularly in their adult lives or have begun exercise programs only to leave them by the wayside weeks down the road? The answer is a three-step back-to-basics approach to physical well-being. This three-pronged attack deals with awareness, education and lifestyle change. All three components must be addressed to be successful.

## **Awareness and Education**

These two go hand in hand. Every time you have an opportunity to increase awareness, you have an opportunity to educate. But there is a distinct difference between increasing someone's awareness and preaching. Scare tactics, guilt or a long list of things that "you should do" not only don't cut it, they cause backlash.

Information increases awareness. Hence the popularity of inexpensive health-risk appraisals such as cholesterol count or blood-pressure readings. They are a great attention getter; everyone likes to find out where they stand. It stimulates interest and later guides employees to action.

Providing employees with basic, sound and accurate information on a regular basis reinforces interest and change. The easiest thing to offer and access is written material—credible sources of reading materials that contain information on exercise, health, nutrition and other related topics.

Magazines are great and can be easily circulated. Just beware of publications whose articles condone those very things your employees should stay away from—fad diets, quick fixes and seemingly impossible claims like how to lose weight without exercising.

Perhaps the most direct way of reaching your employees and educating (read encouraging) them to get fit is to offer seminars on the subject. Hospital personnel, speakers from the American Heart Association (and similar organizations), nutritionists and other experts in the fitness

**There is a distinct difference between increasing someone's awareness and preaching. Scare tactics, guilt or a long list of things that "you should do" not only don't cut it, they cause backlash.**

**The best approach for anyone, whether s/he is just beginning to exercise or has been working out for years, is to include three components in a fitness plan: resistance training, cardiovascular workouts and quality, nutrient-dense meals.**

industry are only a sample of available speakers. Each month invite a guest speaker to discuss a particular subject and answer questions from the audience.

In-house classes work well and build a team feeling. Employee populations offer a huge resource. Groups can present information on topics such as low-fat recipes (which can be circulated in memo form) and offer health-and-fitness information. Let employees play a role!

Videos, screenings and a health fair may offer additional support. Install a scale in the restroom and change the choices away from junk food in vending machines to further make your point.

### **Lifestyle Change**

Easy does it. To be effective, any lifestyle changes should be gradual and consistent. The good news is that people spend more of their waking hours on the job than they do anywhere else. That sounds to me like a captive audience ripe for change. This change can be stimulated by incentives for goals achieved. Goals such as sustained weight loss, not missing a fitness class and attending company-sponsored wellness activities can be rewarded by cost-efficient methods such as a write up in the company newsletter, gift certificates, movie tickets, subscription to a health-and-fitness magazine, a floater holiday or even a gym membership.

### **Getting Back To Fitness Program Basics**


The wave of fitness has brought with it a proliferation of quick-fix weight-loss plans, spot-reducing claims, fat-burning products and the like. Add all this to a market already

overflowing with how-tos and promises of slim, trim bodies in record time, it's no wonder people don't know who or what to believe. The best approach for anyone, whether s/he is just beginning to exercise or has been working out for years, is to include three components in a fitness plan: resistance training, cardiovascular workouts and quality, nutrient-dense meals. Remind participants to check with their doctor before beginning any program.

■ **Resistance Training:** Working out with weights can tone, shape and build muscles, increase strength and raise metabolic rate, which burns more calories. Resistance training can also be a part of a weight-loss program when combined with cardiovascular work. Train each of the major muscle groups of the body and follow with stretching (also for aerobic training). A qualified instructor is a smart investment for the beginner.

■ **Aerobics:** Cardiovascular training is a vital part of all exercise programs because it trains the heart, lungs and circulatory system and burns fat most efficiently. It also reduces symptoms of depression and anxiety. Encourage employees to take lunchtime walks or swim in a local pool, or ride the bike to and from work. Employees need to be taught the importance of exercise duration, frequency and intensity to be successful.

### **Diet and Nutrition**

A source of confusion for people who want to get fit is food. Since the word "diet" brings up unpleasant feelings for many people, perhaps a better, more accurate, word to use is nutrition. Again, a simplified plan of what to eat adapted from the food pyramid (introduced by the U.S. government) is the place to start. Encourage employees to familiarize themselves with adult requirements for healthy eating. The best way to lose weight and keep it off is through sensible eating habits. Eating healthfully should be a lifestyle, not an occasional plan of weight loss. Fad diets don't work and are harmful. 

*Thomas C. Deters D.C., is the associate publisher and editor-in-chief of Weider Publication's new launch, Prime Health & Fitness, targeted at men over 35. Additionally, he is the associate publisher and editor-in-chief of Muscle & Fitness and the associate publisher of Flex.*



# Negotiating With Suppliers: Getting What You Need and Want

**T**he purpose of this article is to help you get the best deal, best quality and the best service you can from your suppliers. First the article will address the five laws of negotiation. Then it will present strategies. Choose which strategies you feel comfortable with and those that would work best with a particular supplier. Each of these techniques will work if you practice them and make them your own.

## **Five Laws to Negotiation**

### ■ *Law #1: Negotiation is a Three Phase Process*

The first phase is communication initiation, rapport building and relationship development. Be warm and friendly, express your intentions and motives and be dynamic—nobody likes to do business with a deadbeat. The second phase of the process is the sharing of positions, interests, different needs, wants and expectations. This usually is referred to as conflict. Don't worry, it is your ability to resolve conflict that puts you in the position you are in. If conflict is not resolved, you'll step into the third phase: deadlock. If you reach an impasse, consider changing the negotiation emphasis from a competitive approach to a cooperative problem-solving approach. What are we going to do? Change the money arrangements, change options or alternatives, change the contract, or change the time constraints. Offer to change something. Ask where you went wrong in the negotiation or what you could have done differently. If their suggestion seems reasonable, accept it.

### ■ *Law #2: Negotiation is Complex*

The biggest obstacle is perception. When two people are negotiating, there are really six perceptions involved: Who I think I am, who I believe you think I am and really who you

think I am, who you think you are, who you believe I think you are and really who I think you are. Now that's complex. Another problem is that people think faster than we can speak.

We talk to people at a rate of about 125-175 words per minute, but people think at a rate of 800-1,200 words per minute. As we are sharing our ideas and positions with the other party, they are thinking about what we are saying, but they are thinking about other things, too. They're thinking about how uncomfortable their chair is, what they are going to have for lunch, or what they are going to do after work. They're in LaLa Land. Get used to repeating yourself.

### ■ *Law #3: Messages Not Meanings are Communicated*

Messages are in words, but, meanings are in people and how they interpret words. Relative words like quality, bright, large, colorful, creative, or elegant mean different things to different people. Provide accuracy in the words you choose to use. What is the precise shade of meaning you are trying to get across? Do you want something to glow, glimmer, or gleam? Are you disappointed, concerned, or disgusted? Are you happy, thrilled, or excited? What are you? A good agreement spells out exactly the work and dollars involved, the understanding of the written words and a procedure for measuring cost in the event there are any changes in the arrangements.

### ■ *Law #4: One Cannot Not Communicate*

In negotiation, no matter what you say, or don't say, people apply a meaning to it. Silence is power in negotiation. The less you say the better. The more questions you ask the better. The more you listen the better. Let the other person talk more, they will be more

*by Kit R. Welchlin*

▼  
**Effective  
negotiation  
skills dictate  
your level of  
profession-  
alism,  
business  
savvy and  
interpersonal  
communi-  
cation skills.**

satisfied with the process and the agreement. When you do speak, discuss issues with a warm and cooperative tone of voice.

■ **Law #5: There are Two Elements in Negotiation: Reaching the Goal and Maintaining the Relationship**

Negotiation is goal-oriented communication. What do you want from this negotiation? What do you have to do to maintain this relationship to satisfy that goal? You are either attracting people to you and your ideas or you're driving them away; there's nothing in between. If you're not courteous, polite, clear on your intentions and honest, you will drive people away. Have courage to ask for what you want and consider the impact it will have on the other party, personally and professionally.

**Situation & Strategies**

Let's say as an employee store manager you are collecting quotes from suppliers for a new computer system. You want the best deal, best quality and best service possible.

Know what you want and have enough lead time to negotiate effectively. The supplier will need time to accept the thought they will have to accept a lower price than planned and supply additional services than expected. Create an agenda. Plan how and when issues can best be introduced.

Think of the possible questions that may be asked during the negotiation and prepare your answers. When asked a question you are not prepared to answer, postpone an answer on the basis of incomplete knowledge. Never answer until you clearly understand the question. Ask for a recess to consult with your own people to discuss a new issue.

Negotiate price first. If you are interested in high-quality service and extra technical support, you should not start the negotiation by emphasizing these points. The supplier who is aware of these strong interests will likely bid higher and hold their ground. The need for the high-quality service and extra staff should be the issues discussed later. Once the supplier has started to make price concessions and you close the deal, it becomes harder for the supplier to risk losing the work for quality or service reasons.

Get bids from a number of suppliers and compare them. Have a budget and stick to it. If the supplier's proposal is \$20,000, you can say, "I love your proposal, but I only have \$15,000." The supplier will generally respond

by providing a number of alternatives, suggestions or recommendations. Take this opportunity to learn. Find out more about hardware, software, technical assistance and training time, to guarantee an informed decision.

Dumb is smart in negotiation. Often being decisive, brilliant and knowledgeable can have a negative impact. You may get more concessions, information and better answers if you appear slow to understand, less decisive, and slightly confused. Swallow your pride and learn to say, "I don't understand" or "I don't know" or "Tell me that again." Ignorance is a powerful negotiating tool.

Never trust your assumptions. Do not assume you know what the other party wants or is willing to accept. If you feel the need to assume, assume that you don't know anything and then proceed to discover the realities of the situation by asking questions.

Never accept the first offer from the other party. The other party is probably willing and able to make some concessions and may feel a little foolish starting so high. Sometimes a "gasp" or "flinch" can cause the other party to counter their own offer.

Negotiating with suppliers over the phone is tough. Important items are easily forgotten. Make a checklist to avoid omissions. Take notes, verify information and confirm agreements.

Give concessions that cost nothing. Treat the other person with courtesy, listen attentively, be open-minded, give the best explanations you can, assure them other suppliers are treated the same way, permit them to use you as a reference and mention possibilities of future transactions.

To be a successful negotiator you must be committed to plan carefully. Possess patience, self-confidence and high self-esteem. Develop the ability to tolerate conflict and confusion, encourage repetitions to clarify the other person's thought and focus on the issue without attacking the individual. Work to satisfy the interests of all, get more information to increase the chance for finding creative solutions and continue conversations to search for optimal solutions.

When professional and personal opportunities arise, don't hesitate, begin to negotiate.



*Kit R. Welchlin has a masters degree in speech communication and business administration. Kit is president of Welchlin Communication Strategies, Minneapolis, MN, providing speeches, seminars and workshops to help people get more done in less time and to help organizations get their people to work together better. You can reach Welchlin at (612) 869-8757 or FAX (612) 869-8805.*

# Buyer's guide update

**Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1996 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.**

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▼  
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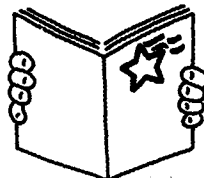
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**Update your '96 NESRA Buyer's Guide and Services Directory by noting the following additions/corrections:**

- Best Western International (multi-hotels) new contact: Maribeth Brinkmann
- Employee Printing (specialty) new contact: Pat Classen
- Anheuser-Busch Theme Parks (family) new numbers: (201) 845-4412 and FAX (201) 845-5155
- Time Products (awards) name change to: Zip Specialties, 185 S. Wheeling Rd., Wheeling, IL, 60090, contact: Doug Hoffman (800) 526-7861, (708) 520-1011, FAX (708) 520-3414.

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For more information, contact Toshiba America Consumer Products, Inc., 82 Totowa Rd., Wayne, NJ 07470, (201) 628-8000 ext. 4240, FAX (201) 628-0672.

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For more information, contact Pilot Rock Park Equipment, R.J. Thomas Mfg. Company, Inc., P.O. Box 946, Highway 59 South, Cherokee, IA 51012, (800) 762-5002. 

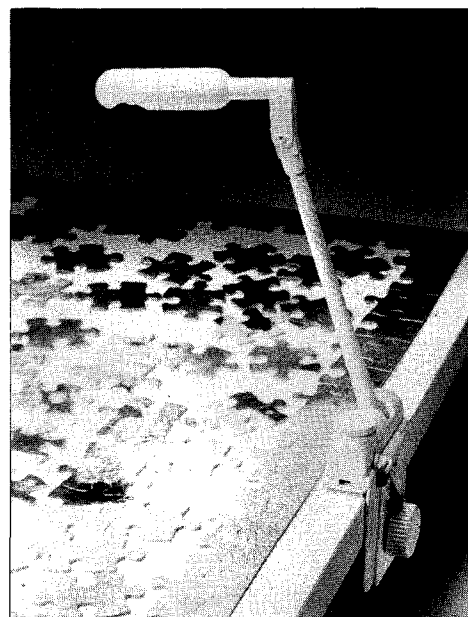
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and magnify.

For more information, contact Zelco Industries, Inc., 630 Columbus Ave., Mt. Vernon, NY 10550, (914) 699-6230.



■ **Tools.** The IRS tends to view a worker as an employee if work tools are provided. This may include telephones, computers and materials such as paper. Even providing a telemarketing script can be used as evidence of employee status.

■ **Investment in facilities.** An employee will generally not make financial investments in work space (like furniture and repairs). However, the trend of people working from their homes complicates this issue and comes under special scrutiny.

■ **Profit or loss.** If the worker stands the chance of making a profit or suffering a loss, this is strong evidence that he or she is an independent contractor.

■ **Multiple firms.** A worker who performs services for more than one firm or person is more likely to be an independent contractor.

■ **Services publicly available.** Independent contractors are not restricted from offering

their services to the general public: if they are, the IRS is likely to view this person as an employee.

■ **Fired.** If the worker can be released from working for your association at will, he or she is most likely to be considered an employee. An independent contractor is usually hired on a contractual basis.

■ **Quit.** If the worker can quit the job without risk of penalties, it is evidence of an employee status. An independent contractor's contract is binding in both directions.

In general, the more a person relies upon an individual employer for his or her livelihood, the more likely that person will be classified as an employee. The amount of control your association has over the worker will be an important factor to the IRS in the event of an audit.

In addition to periodically reviewing this list, it is wise to maintain a file for each independent contractor relationship. Consider including the following documentation in your files:

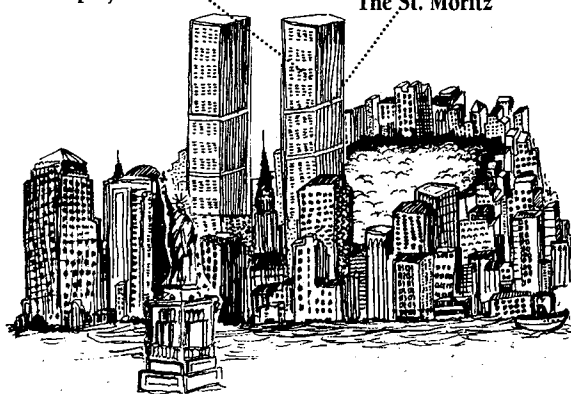
- a signed agreement that incorporates as many of the accompanying 20 factors showing favor of independent contractor status.
- tax information
- advertisements reflecting the fact that your organization is seeking an independent contractor
- invoices submitted by the independent contractor
- business forms such as business cards and letterhead
- copies of telephone listings and advertisements of the independent contractor's business
- file memoranda about other businesses for which the independent contractor performs services.

If you hire independent contractors, be sure to keep on top of the most recent IRS decisions and trends concerning associations. ☒

*Karen M. Olson, CPA, is vice president of Glenn Ingram & Company, Ltd. (312) 368-0220.*

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# IRS Bearing Down on Independent Contractor Status

by Karen M. Olson

▼  
**It's a good time to review basic guidelines for independent contractor status.**

**I**sn't outsourcing great? Associations are increasingly luring outside vendors for a full range of tasks. Thus, they're saving on payroll expenses, office space and a host of other costs.

At the same time, however, the IRS is making employee-independent contractor distinctions a priority, especially within the nonprofit sector. Not only is the IRS concerned about whether employees' Federal Unemployment Tax (FUTA) and Social Security (FICA) employment taxes are paid, but they also want to know that your employees' qualified benefit plan meets minimum employee participation requirements.

For these reasons, now is a good time to review some basic guidelines pertaining to independent contractor status. The IRS has defined the following 20 factors to assess whether a person is an "employee" rather than an independent contractor. No single factor is controlling and the degree of importance of each factor varies depending on the occupation and the factual context:

■ **Instructions.** Do you tell the worker when, where and how the job should be done? An independent contractor works whenever, wherever and however s/he wants.

■ **Training.** Do you tell the worker when, where and how the job should be done? An independent contractor works whenever, wherever and however he or she wants.

■ **Integration.** If a worker's services are kept separate from your association's operations, you can more easily justify that this person is an independent contractor.

■ **Services rendered personally.** Generally, an employee will be provided with assistants if a given task requires more than one person. If the services are not rendered personally, the IRS could use this as evidence that the worker is an independent contractor.

■ **Hiring, supervising and paying assistants.** If a job requires more than one worker, who hires, supervises and pays the extra workers? Independent contractors hire, supervise and pay their own assistants.

■ **Ongoing relationship.** If the worker has a continuing—even if irregular—relationship with your association, then the IRS may suspect employee classification. The IRS is looking for the duration of the relationship. For example, a writer who works periodically with your organization year-round may be especially suspect.

■ **Schedule.** Independent contractors generally have the leeway to choose their own schedules, working on a job-completion basis rather than regulated hours.

■ **Full time.** Full-time workers will usually be classified as employees. A person who works full-time handling telemarketing for membership may not appear to be an independent contractor to the IRS.

■ **Work space.** Does the worker in question use your association offices as a work space? While not all independent contractors will work in their own offices (such as a computer repair technician), workers in your association will generally be seen as employees.

■ **Order.** If your association determines the order in which tasks are completed, the worker will more likely be considered an employee.

■ **Reports.** While many independent contractors provide periodic reports on their progress, requiring reports may be viewed by the IRS as evidence of being an employee.

■ **Pay.** Workers paid by the hour, week or month will usually be considered employees. Independent contractors are more often paid by the job or on a straight commission.

■ **Reimbursements.** Independent contractors are less likely to be reimbursed for expenses—these are usually calculated into the cost of the job.

(Continued on page 34)



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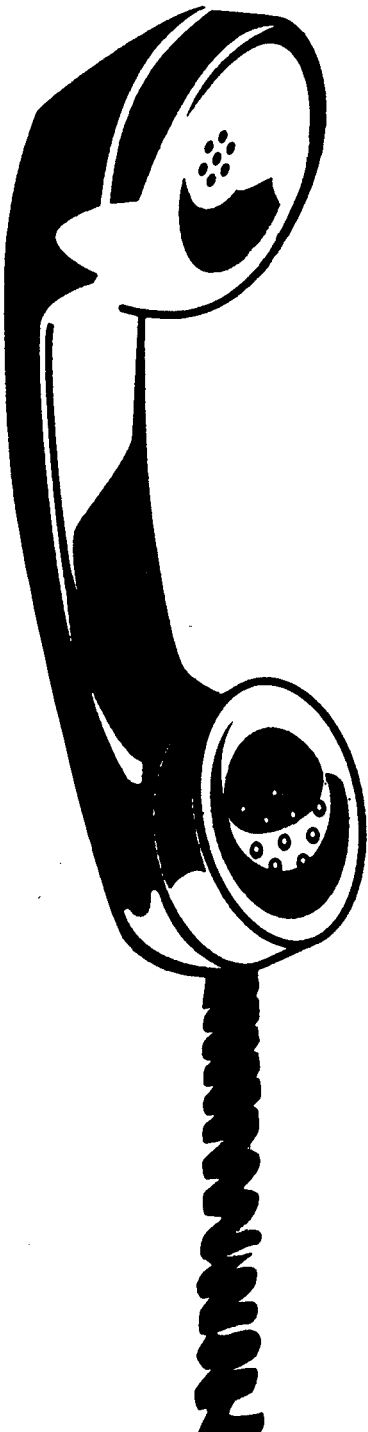
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Published by the National Employee Services and Recreation Association March 1996



**Key Ingredients:  
Demographics**

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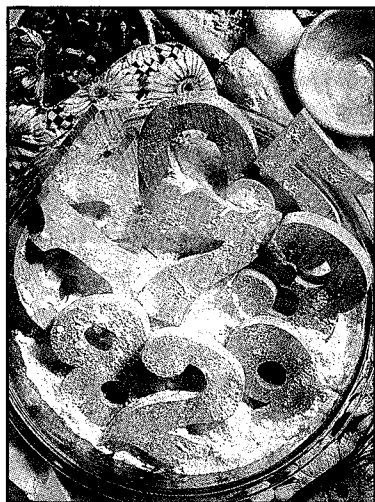
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# EMPLOYEE SERVICES MANAGEMENT

March 1996  
Volume 39, No. 3



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Recreation Association



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## Departments

- 4 News in Brief**  
Recruiting Efforts  
Through the Net . . .  
Lists of Family-  
Friendly Firms . . . Hi-  
Tech Travel Awareness  
. . . Corporate Boards  
See More Women . . .  
Love Your Job . . .  
Interview Panel More  
Prevalent . . .
- 28 Health Promotion**  
What Is Medical Self-  
Care & How Do You  
Educate Employees  
About It?  
*By Richard E. Miller, Ed.D.*
- 33 Employee Store**  
Getting Down to  
Business Can Make All  
The Difference  
*By Cynthia M. Helson*
- 36 Buyer's Guide  
Update**
- 40 Hands On**  
Planning the Popular  
Hunt  
*By Diane K. Bell*

## Features

- 6 Save Your Company \$\$\$**  
Lawsuits regarding discrimination and harassment are popping  
up across the country. Learn more about what employees  
expect from you in terms of the ADA.  
*By Calene LeBeau, M.A., CCC-SLP*
- 9 Demographics Are Key Ingredients to  
Creating A Successful Program**  
If you're starting an employee services program from scratch  
or if you are refining one, you'll need a fresh batch of employee  
demographics. This article identifies key figures to collect.  
*By Rod Brutlag*
- 12 Back to Basics: Developing & Enhancing An  
Employee Services Program**  
Discover how to start a program and what has kept some  
programs successful.
- 14 Dedicated to Enhancing Employee Quality of Life**  
This upbeat article highlights what full-time, multi-hatter and  
volunteer employee services practitioners have in common.  
*By Karen G. Beagley*
- 19 Going, Going, GONE! Sold to the Highest Bidder**  
Holding a silent or live auction can be fun.  
*By Beverly Weiss, CESRA and Ann Denise Jameson, CESRA*
- 20 Be Prepared to Do Business in NESRA's  
Exhibit Hall**  
Look who is bringing their new products, services and expertise  
to NESRA's Exhibit Hall. The conference is your chance to see,  
touch and feel the latest offerings in employee services.
- 24 The Dos and Don'ts of Travel Safety**  
Everyone is concerned about safety. This article draws your  
attention to some commonsense precautions.  
*By Richard G. Ensman, Jr.*

**Turn to page 23 to Register  
Today for NESRA's 55th Annual  
Conference and Exhibit**

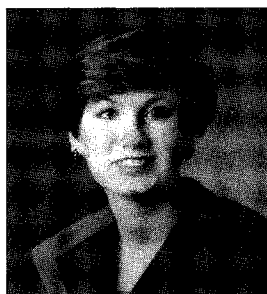
April 21-25, 1996  
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# Start With a Fresh Batch of Demographics

by Cynthia M. Helson  
NESRA Director of Communications



**T**hink fast: Do your employees enjoy country music concerts or nights out at the theater? What is the average commute for your employees? What percentage are male, what percent female? How many hours do they work a week?

If you keep on top of your employee demographics, you'll know the answer to these and many other questions. "Using Demographics to Develop An Employee Services Program," on page 9 tells how it is vital to know who your employees are, what life cycles they are in and what interests them to create an employee services program that will give them what they need.

NESRA knows that its membership demographics have shifted from being primarily males dedicated full-time to employee services, to being 75 percent women, with as many multi-hatters (people with employee services responsibilities in addition to perhaps human resources duties), and volunteers today as there are full-timers. Despite these changes, members are still interested in common goals which are outlined on page 14.

Employee services practitioners of all kinds are constantly looking for new ways to generate revenue, that's why we've included an article regarding using auctions as fund-raisers on page 19.

A favorite employee services program has been the Easter Egg Hunt. If you are looking to hold one for the first time, or are looking to improve your hunt, turn to page 40 to read, "The Popular Hunt."

Do your employees travel? Pass along the article, "On the Road: The Dos and Don'ts of Travel Safety," on page 24.

Plus don't miss the Exhibitors Listing on page 20. If you're planning to go to NESRA's 55th Annual Conference and Exhibit, April 21-25, 1996, you'll want to use this list to plan your Exhibit Hall Adventure.

*If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (708) 368-1280.*

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# NEWS

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## IN BRIEF

### ▼ Recruiting Efforts Through the Net

**M**iller Brewing Company has an on-line recruitment effort that has seen more than 300 job seekers throughout the U.S. and the world respond to the company's employment efforts. As word continues to spread about recruitment efforts and more people access on-line services, industry experts say that number is expected to rise.

"We are happy with the initial response and the caliber of prospects," said Jeff Garton, corporate staffing manager at Miller. "We recently placed an ad

for a position and within 48 hours, had identified three qualified candidates for the job. We developed this system to access high-quality candidates through an efficient and cost-effective method of advertising and it seems to be working."

Job applicants currently are asked to forward a resume through the mail, but soon will have the option of e-mailing a resume directly to Miller. In addition to employment opportunities, those who access Miller's World Wide Web page can learn about Miller's products, read up-to-date news on the company and explore Miller's history.

### Corporate Boards See More Women

**T**here are now 600 women on Fortune 500 boards—boards that will pick the CEOs of the future, reports *USA Today*. That figure is up from 46 women in 1977. More than 40 percent of the women rose through the corporate ranks, up from 22 percent in 1983.

There are still no female CEOs at Fortune 500 companies and only two among the Fortune 1000. But many top businesswomen are landing on the Board of Directors, where it's easier to make an impression with the male directors and to rise above the glass ceiling.

### ▼ Lists of Family-Friendly Firms

**T**here are different lists, standards and assessment tools to help a company determine if it is family-friendly, reports *The Wall Street Journal*. "The Working Mother 100" list published by *Working Mother* magazine measures both family-friendly benefits, including child care, and success in promoting women. This year the magazine added three more criteria: Are supervisors evaluated on advancement of women?, Does the company back women's support groups?, Are bosses trained in managing flexible schedules?

"The Corporate Reference Guide," first published in 1991, provides a rating of 172 of the nation's largest companies gauging their work-family efforts and three categories of achievements.

"Flexibility Workbook" is intended to measure flexibility in work arrangements as a tool for meeting broader business goals, including raising productivity.

"Boston University Roundtable Standards of Excellence" is a benchmarking tool started

by 35 employers that is intended to raise the issue of work-family programs. Some of the tentative criteria: Does the employer support employees' efforts to balance work and personal concerns throughout their lives, not just when they need child or elder care?, Can employees use the work-family programs without fear of retribution?"

### ▼ Hi-Tech Travel Awareness

**C**onsumers' awareness of hi-tech travel services via computers, automated ticketing machines and virtual reality as a means to book and plan trips has grown since 1993, based on a survey by the Travel Industry Association of America (TIA). Fifty-six percent of U.S. consumers were aware of PC on-line services as a means to make travel plans and reservations. This was a huge increase from 1993 when 34 percent of U.S. consumers were aware of these services.

Almost unchanged since 1993, travel clubs enjoyed a similar level of awareness among consumers. Consumers were least familiar with virtual reality as a possible means to make

travel plans. However, its recognition among consumers jumped since 1993 (21 versus 15 percent).

Use of these services by consumers has also grown but not to the same extent. In 1993 only 3 percent said that they had ever used an on-line computer service to plan or book travel. By 1995, 5 percent responded that they had. However, 33 percent of adults expressed interest in using on-line services in the next 12 months. Ten percent of adults said that they would definitely do so within the next year, and another 23 percent said they might.

### ▼ **Few Women Are Leaving Jobs**

**T**he share of women aged 16 and older in the labor force increased to 58.8 percent in 1994, up from 57.9 percent in 1993, according to the Bureau of Labor Statistics, as reported in *American Demographics*. The percentage of men who were either working or looking for a job declined very slightly, to 75.1 percent from 75.2 percent in 1993.

Women's labor force participation rates increased between the early 1960s and 1990. In 1962, 37.9 percent of women aged 16 and older were in the labor force. But in the early 1990s, the share of women working or looking for work was between 57.5 and 57.9 percent.

Some women will always have low participation rates, such as those who have just given birth, and

older women who cannot or do not want to work. The stabilization of women's labor force participation rates also reflects a decreased participation rate among teenage girls and young women, most of whom do not have children.

### ▼ **Love Your Job**

**S**ome employees are happy and some are not. A family business especially can stimulate tremendous satisfaction or massive frustration for family members who work in them, says *Nation's Business*. There are three requirements to be taken to avoid or minimize frustration:

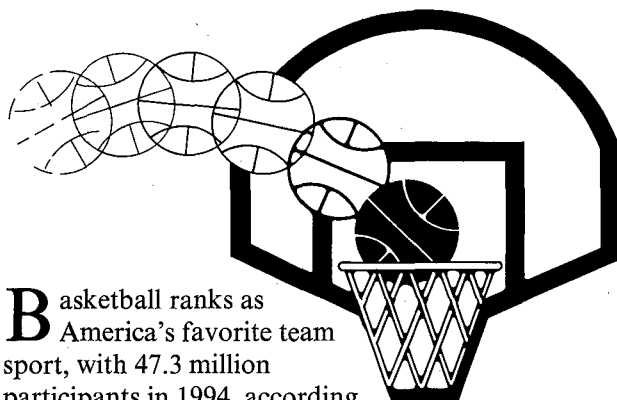
- Lots of challenging, new learning
- Working with people you like
- Clear boundaries between work and other interests

### ▼ **Interview Panel More Prevalent**

**M**ore companies are developing interview guidelines and working with a panel of people to interview a job candidate, reports the *Chicago Tribune*. The panel interview can take two forms. In one, panelists grill an applicant simultaneously. In the other, prospective hires undergo sequential interviews in which each panel member is charged with evaluating one of many traits the company has deemed desirable.

Multiple interviewing

## **Basketball A Favorite Game to Play**



**B**asketball ranks as America's favorite team sport, with 47.3 million participants in 1994, according to a survey conducted by American Sports Data, Inc., reports the American Basketball Council. The second most popular sport was volleyball, with 32.5 million players, followed by softball with 30.8 million. Participation in these sports has changed little since 1987, while the number of basketball players grew 32 percent.

"The secret of basketball's growth is not its popularity as an organized sport, but as a disorganized one," said Gregg Hartley, executive director of the American Basketball Council.

"Basketball is unique among team sports in that you can have a satisfactory experience playing one-on-one or even alone. All you need is a ball, a hoop and your imagination. The flexibility of the game has contributed enormously to its popularity."

The percentage of people who said they play most at home increased from 19 percent to 24 percent between 1987 and 1994, while those who said they played most in a school gym declined from 36 percent to 27 percent.

can be challenging, grueling and intimidating. To help you deal with these panel interviews:

- Ask about people who have succeeded.
- Take time to compose your thoughts.
- Interject comments or

questions whenever it seems appropriate.

- Keep it short and simple and remain silent after answering.
- Relax, smile, maintain eye contact and stay composed.



# Save Your Company \$ \$ \$

by Calene LeBeau, MA, CCC-SLP

**An employee with a learning disability and mild retardation filed a \$44 million dollar lawsuit against his employer because of alleged harassment by co-workers. The plaintiff charged that supervisors at the company took no action when he complained of harassment.**

In addition, the suit seeks lost wages, front pay, future and current medical costs and attorney's fees. You may be expected to have the knowledge of correct interaction with employees to prevent problems under the Americans with Disabilities Act (ADA) escalating to this crisis level.

Under Title I the ADA prohibits employers from discriminating against qualified job applicants and workers who are or become disabled. The law covers all aspects of employment including interviewing, training, privileges and benefits of employment and employer-sponsored social activities.

As a supervisor, manager or co-worker you will be expected to focus on the positive side of the changes under ADA and the good news of potential great employees. People with disabilities, like other employees, are a valuable part of the diversity in your employment team.

It is essential that supervisors and employees with disabilities work together to avoid potential negative situations. The essentials of good teamwork are the same no matter who is the employee. The principles of patience, honesty, flexibility and conscientiousness apply equally well to employees with disabilities.

## **Hiring Procedures**

When a job becomes available a job description and list of essential functions of that job must be created. The best procedure

for creating written job descriptions is to assign it to a committee of managers and supervisors who have input from people currently doing the job. A consensus of opinion from a committee makes a strong case for a nondiscriminatory job description. The entire employment process should reflect an effort to ensure fair and nondiscriminatory practices in hiring, training, benefit availability and the work environments.

Interview an individual with a disability in the same manner you would interview anyone else. Look at the abilities of the person, not the disability. Interview questions should focus on the abilities of the applicant as they relate to the essential functions of the job opening. Questions should focus on employment tasks and objectives; they should examine the ability of any applicant to get the job done, without assuming there is only one way to do it. Tests or screening criteria must be directly related to the essential functions of the job, and reasonable accommodation must be made available for the application process if requested. The decision to hire an applicant must be based on the applicant's qualifications, regardless of a need for accommodation. Questions about the person's disability are not appropriate. You may ask if the person can perform the essential functions of the job.

## **Reasonable Accommodation**

The concept of reasonable accommodation applies to all aspects of employment: job opening notices and recruitment activities; accepting applications; testing; interviewing; and hiring, promoting, rewarding or disciplining employees. Making a reasonable accommodation means making changes in existing facilities, rules, procedures and operations that would create equal access.

Questions should be directed to the necessary accommodations rather than the cause of the person's disability. Develop an awareness of environmental obstacles for either the interview process or work setting. Examples of this are loud piped in music, noisy copy machines, half open doors, etc., which can be barriers to communication or actual hazards.

Accommodations for employees with disabilities span the simple (eliminating the responsibility for lifting heavy objects from the job duties of a person with back problems or sharing stocking responsibilities where the individual in a wheelchair would stock the lower shelves), to the high tech (installing a computer that can "talk" to a person who is blind). Accommodating individuals with hearing impairments may be no more complicated than turning a receptionist's desk to face the door. There will be areas of accommodation to the work situation that will need to be addressed case-by-case. Reasonable accommodations can include:

- job restructuring
- job modification
- reassignment to vacant position
- break or rest times
- qualified readers or interpreters
- modified work schedules
- accessible work facilities
- acquisition or modification of equipment
- modification of tests or training material

### **Acceptable Behavior**

Because the ADA is a civil rights statute, attitudes and sensitivity are just as important for your employees as ramps or accessible bathrooms. Without sensitivity training, co-workers may feel resentful of necessary accommodation for individuals with disabilities. The responsibility for training fellow employees about the requirements of the ADA and specific sensitivity issues may be added to the duties of the supervisor. A more positive work environment is created when employees understand the need, philosophy and legal requirements of reasonable accommodation.

Correct interactions strengthen the workforce and create better teamwork when co-employees feel comfortable with knowledge of correct language, etiquette and behavior with co-workers who happen to have a disability. For example, do not use the word "handicapped" or "normal." A rule to remember is always use person first language.

The best terminology is "person with a disability" not the often used "physically challenged." Say "a person who is blind" rather than the "blind man." Try to avoid terms that sensationalize a disability such as "victim of..." and never use slang terms.

A good rule for interaction is flexibility. Just as all individuals are unique and have various needs and requests for service, individuals with disabilities differ in their need for accommodations. Avoid presumptions and generalizations; ask what modification is needed. A simple, "How can I help?" can be the most effective means of dealing with potentially troublesome situations. Managers need to be trained to notice need. Exceptional staff can overcome many deficiencies in physical facilities.

Having knowledge of etiquette in specific situations will make employees more comfortable. Service animals (i.e. dog guides for the blind or for those with a hearing disability) are working to assist the individual and should not be distracted by petting or play. If an interpreter is present to assist a person with a hearing disability always talk to the individual and not to the interpreter. This does not eliminate the initial greeting to the interpreter. In greetings try to respond to how your employee is greeting you. If a prosthesis, such as a hook is extended, you are expected to shake it as you would someone's hand.

It is always considered correct to offer assistance to all your employees. With employees with disabilities there may be a need to lend physical assistance. Listen carefully to how they would like you to help. Always follow their directions for assistance carefully. Unasked for help or assistance given incorrectly can lead to injuries or difficulties. Avoid drawing attention to a situation where you are giving assistance.

Sensitive wording in all promotional material is important. You need to make it known that you are willing and able to consider needed accommodations on a case-by-case basis for your employees. For example: If you need special assistance to interview for this position, please call Jean at 827-7299.

Special services, such as orientation to new environments for employees with vision disabilities, are value added interactions that should become common practice. There are many actions that can indicate sensitivity toward your employees. One of these is assisting someone who is blind by guiding their



*Calene LeBeau, MA, CCC-SLP, is a professional speaker and consultant on the Americans with Disabilities Act. She is Executive Director of The Arc of Fort Bend County and the author of The Disabilities Puzzle. For further information contact her at (713) 827-7299.*

hand to the line for their signature on an employment document.

There are minor changes in behavior important for interactions with each various disability. For example, with an employee who is deaf:

- get attention of the employee before speaking
- keep your face in the best light
- maintain face-to-face interaction
- speak at a normal pace

- keep your hands away from your face

### Conclusion

Special services may occasionally be necessary. For example, if an employee is involved in a complicated procedure, the services of a sign language interpreter may be required. A list of available sources for this service should be kept and updated frequently. There are different types of interpreters (oral, American sign, etc.) so a variety of services should be listed. Emergency procedures for evacuation of employees with

disabilities should be included in all emergency drill information.

With evaluations treat your employee with disabilities as you would treat all others. Trying to "give the guy a break" does not encourage workers with disabilities to perform up to standards and may cause resentment among other workers.

The ADA is simply expanding on the well-established promise of excellence for all employees. Anything that increases the dignity and independence of the employee will be important in maintaining the spirit and intent of the ADA.



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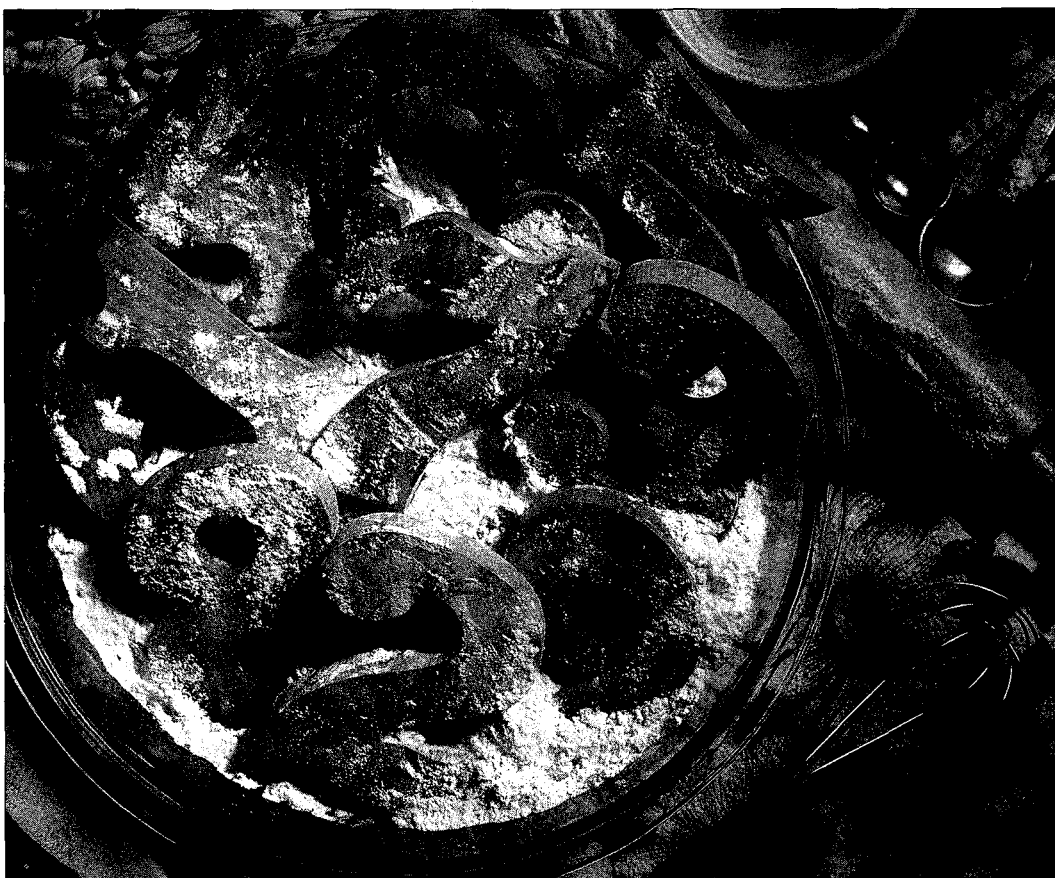
For a free copy of the Diabetes Risk Test, call your local American Diabetes Association affiliate office.



# *Demographics*

## **Are Key Ingredients**

### *To Creating A Successful Program*



**Y**ou've studied employee services programs and now you're ready to select the services you will offer at your company. You've heard some of your fellow workers brag about exploits on their softball teams, so organizing a softball league is an easy choice. Getting employees' families involved in social/cultural programs is another natural, given all the talk about the perils of raising teenagers. A limited fitness health program will round out your initial employee services program. As you make the final detailed decisions about how the services will

be offered, the thought finally hits you: What if you are wrong about what services your fellow employees will support?

#### **Collecting Data**

There are things you can do that will give you clues about the likelihood of a program receiving support. The best tool is to conduct an employee services needs assessment survey. Through a variety of survey techniques, you can learn peoples' attitudes toward different services and some of their current personal involvement in such activities. You can conduct personal interviews at work, telephone

*by Rod Brutlag*



interviews in the evening or prepare a paper survey that they can complete and return. If you have the time and resources, the paper survey will probably get you the best results. That way you can ask everyone to complete one and they can do so at their leisure. With personal or telephone interviews, you will probably not have time to talk to more than just a sample of people.

Whatever approach you take, you will have to prepare a questionnaire to conduct each interview. The questions can be open ended, close ended or a combination of both. The

open ended questions require that they make up a response, while the close ended questions give them several responses from which they select one. The open ended questions have the advantage of giving you more than just a simple response. The respondent may explain why they responded

as they did and sometimes will provide helpful information that you didn't even solicit. The close ended questions are easier and faster for the respondent to complete. For an employee services questionnaire, the possible responses are limited and predictable, so close ended questions will work best.

### Asking For A Response

There is a variety of ways to ask for a response. You can ask them to rate the significance of several challenges, each of which could be met with an employee services program. For example, determining the significance of improving their basic English or math on a scale of one to four, could help predict the success of offering remedial courses on those subjects. Another approach is to have them rate the importance of different types of activities on a scale of one to four. If "sports I could participate in with my family" is not rated important by most people, than a family sports program will probably not be successful.

Asking for agreement or disagreement with

certain statements, on a scale of one to four, will also be a good guide. If 55 percent of the employees agree with the statement "I would utilize a fitness center if one were offered near my work," you probably are justified in starting one. Asking them to select from a list of activities, which ones they currently participate in, is also a good way to learn of their interests. If 60 percent of the employees are currently involved in cultural activities, you have a good chance of getting support from enough people to have a successful program in this area.

There are several other types of questions you will want to ask them. For example, you will want to know how they want the services delivered. Would they prefer to participate before work, during lunch or after work? Do they want it on-site or would they go to a facility away from their job? Will they participate for one-half hour, a full hour or two hours?

### Gathering Demographics

The final section of your questionnaire should ask for demographic information. You will want to know things like your employees' ages or marital status. Not only will this information give you additional clues about participation, but it will also allow you to cross-tab the responses to each question by the demographic data. However, cross tabbing is very time consuming and costly, if completed by a research tabulation house.

A simpler alternative to a needs assessment is to just gather the demographic data. Knowing something about employees' ages, marital status and educational levels will give you some inkling of their probable interest in different services. Here are some of the demographic data that will help.

**Age:** Certain age groups are more likely to be interested in different activities. A sporting activity has a greater likelihood of success if there is a large number of younger employees. Baby boomers from 40 to 50 years old have shown a keen interest in fitness activity. Older workers may be more inclined to participate in more sedentary activities.

**Gender:** In recent years there is less of a difference between what activities men and women are interested in. However, females are still more likely to be interested in volunteer work than men. Also, males are more likely to sign up for team sport activities.

**Marital status:** A larger number of single or



divorced persons would probably be interested in participating in certain types of social events. Married couples might be more interested in group travel.

**Number and age of dependents:** If 70 percent of your fellow workers have dependent children at home, it is less likely that they would participate in an activity after work. Some activities may appeal to families with teenage children while other activities will appeal to families with grammar school age children.

**Address of residence:** Persons commuting from a considerable distance are more unlikely to participate in activities before and after work. Finding a reasonable number of people within a reasonable distance from the site of an employee services activity will boost its chance for success.

**Work hours:** If employees work different hours or shifts, it is important to consider the hours worked by the greatest percentage of them in scheduling an activity. Making activities available at more than one time might be indicated if more than one shift exists. If employees are on flex-time, you will want to know the starting and/or quitting times of the greatest number of them.

**Educational level achieved:** Certain types of activities have been more closely identified with persons with a specific level of educational achievement. Specific cultural events may have greater appeal to college graduates, while some recreational activities may traditionally have been supported by those with a high school education.

**Current leisure activity:** Probably the greatest predictor of support is knowing how many are already participating in the activity. Offering them a checklist of every employee service you are considering, will probably be your best indicator of probable success.

### **Alternative Options**

If doing a survey just plain sounds like too much work, there are other options for collecting information about your fellow employees. If you have a research department, you can try to convince them to conduct your survey. Barring that, you can poll the office of the people in charge of your major divisions or departments for data. If they don't have it, they may be able to make an educated guess. Your human resources department may also be able to provide you with a summary of some of this data. Even though the Americans with Disabilities Act and other labor laws limit what



**However you get the demographic data, there is one additional use for it . . .**

**Target your promotional campaign at employees with a greater probable interest in a particular activity.**

questions employees can be asked, there are still a few things that the human resources department may have on file such as gender statistics and most popular work hours. Finally, if your company isn't too large and you know many of the employees, just sitting down with an employee list and guessing at the demographics can also work.

However you get the demographic data, there is one additional use for it once you have established services. Target your promotional campaign to employees with interest in a particular activity. Your greatest number of promotional efforts should be directed at these people who are more likely to utilize them.

### **Conclusion**

Developing a successful employee services program is a significant challenge. Doing a survey or gathering demographic data is one way to reduce the stress of trying to figure out what to offer and how to offer it. Good luck!



*Rod Brutlag operates a management consultant firm, Brutlag and Associates, Inc., 645 N. Michigan Ave., Suite 800, Chicago, IL 60611. He can be reached at (312) 266-8694.*

# Back to Basics

**W** eek after week the media reports on the value of employee services programs. They hype the appreciation employees have for their company that offers on-site child care, discount programs or an employee association. Many talk about how implementing these programs have improved employee morale. What NESRA members know though is that not only do they make employees feel better about their jobs, but they help the company identify employees' leadership skills that might not otherwise have been noticed. Today more than ever, employee services helps recruit qualified employees and helps improve the image of the company as an employer of choice.

If you're interested in starting an employee services program or enhancing one, NESRA can help you. We can coach you through the process and provide you the instruction and sample materials you will need. Just call NESRA Headquarters, (708) 368-1280, with your specific questions.

## **Developing The Program**

Your company may already offer many activities that would be considered part of an overall employee services program. Such services include annual picnics, bowling leagues, holiday parties and service award/recognition programs. Some organizations


have developed an employee association that provides employee services programs within the corporate setting but functions as its own entity. An employee association is made up of company volunteers and paid employees who are willing to put forth time and effort to plan special events, sports leagues, employee stores and other convenient services. The following list highlights important steps to take when planning an employee services program:

- 1.** Analyze the company's present situation regarding employee services programs.
- 2.** Conduct a survey of the company employees to find what types of programming would be successful.
- 3.** Determine simple demographics of your employees such as age, income level, living style, gender, commute time, home geographical location, etc.
- 4.** Establish the goals of your program in terms of how you will service employees and how you will service your company.
- 5.** Develop a budget that coincides with the company's needs. Include methods for generating revenue.
- 6.** Recruit volunteers.
- 7.** Propose the budget and idea to the appropriate management personnel.
- 8.** Promote the ES&R program through the use of brochures, posters, flyers, contests, payroll stuffers, etc.
- 9.** Educate employees about company offerings, including wellness and health programs.
- 10.** Keep promotion a continuous effort.
- 11.** Evaluate, evaluate, evaluate.

▼  
**Your company  
may already  
offer many  
activities that  
would be  
considered part  
of an overall  
employee  
services  
program.**

# Developing & Enhancing An Employee Services Program

## Maintaining the Program

1. Establish measurable goals.
2. Aggressively promote your offerings.
3. Present diverse programs.
4. Keep programs fun and positive.
5. Reward and recognize achievement.
6. Keep the program aligned with your company's goals.
7. Make employee services an ongoing commitment.
8. Continuously evaluate the program's effectiveness and its efficiency. 

## Successful Practices

Over the years NESRA has found that many of those who maintained a successful employee services program answer positively to most of these questions.

- |  |   |  |  |
|--|---|--|--|
| <b>1.</b> Are you staying abreast of your employees' needs? Have you recently asked employees what they want?  | <b>3.</b> Have you taken a look at your employee services' objectives and looked at them in terms of your corporation's objectives? Do your employee services objectives help meet the corporate objectives? Are they in alignment? | development of your programs? In the promotion of these programs?  | and company savings? Are you tracking savings in health-care costs?  |
| <b>2.</b> Have you assessed what procedures and practices are valuable? Have you fine-tuned valuable practices that directly meet the needs of your customers? Have you discontinued practices that have been identified as not useful and redirected your human and fiscal resources in new directions? | <b>4.</b> Has your employee services program become self-sufficient? Do you at least have a plan in place to create revenue, should you lose your company subsidy?  | <b>6.</b> Have you adopted the attitude and practices of those who operate their own business? You're doing well if you operate your employee services program as a business.                                      | <b>8.</b> Have you developed your listening skills so that you truly do listen to both the positive and the negative feedback? |
|  | <b>5.</b> Have you emphasized convenience, quality and savings in the   | <b>7.</b> How do you continue to show the value of your programs? Are you publishing success stories in your newsletter? Are you tracking attendance? Are you tracking employee savings? Are you tracking turnover | <b>9.</b> Do you stay abreast of the latest discounts, products and services that are available for employees?                 |
|  |   |  | <b>10.</b> Have you established a reputation for presenting only quality programs, products and services to employees?         |

# *Dedicated*

## **To Enhancing Employee Quality of Life**

by Karen G. Beagley

*It doesn't matter  
what your title is:  
If you're in  
employee services  
you like to make  
other people  
happy.*

**T**he titles don't say everything about people who implement employee services. Their job titles can match what they do such as corporate employee programs administrator. Or their job titles can reflect something else they do such as manager of a company publication. Or their job titles may have nothing to do with employee services such as membership and billing accounts specialist. They can fall under human resources, corporate benefits or even the accounting department.

People who conduct employee services are as varied as their titles suggest. Some are employed full-time in employee services, some alternate between employee services and another position within their companies (multi-hatters), and some even hold down a totally

different job, volunteering as much time as they can to devote to employee services.

It doesn't really matter if you are a full-time paid employee services professional, a multi-hatter or a volunteer: the issues are the same. How do you meet your employees' needs and give them the best services possible while maintaining a budget? How do you help your company achieve its goals? The obstacles are there: lack of understanding and management support, shrinking budgets, low participation rates and meeting the needs of increasingly diverse employees.

There are more common denominators between full-time, multi-hatters and volunteer employee services administrators than anyone would think. The most important and the driving force behind what they do: they love to make other people happy.





*Sue Rowe*

### **Job Satisfaction**

"I love my job," says Sue Rowe, corporate employee programs administrator, Miller Brewing Company, Milwaukee, WI. "I know what I am doing is making a difference. I'm lucky because I hear from employees regularly and their feedback is important to how effectively I do my job. I've been told I took a lemonade job and turned it into champagne."

Steady, positive feedback helps you know you are meeting the needs of your employees. But employee services also needs to meet the goals of the company: to have contented, motivated employees. "We want our employees to say, 'This is where I want to work, because look at all they offer,'" says Denise Staudt,

employee relations specialist, Security Service Federal Credit Union, San Antonio, TX.

"I volunteer my time to employee services because I enjoy it and it is positive for the company," says Rhonda Spinell, RVESRA, membership and billing accounts specialist, Gateway Club of Blue Cross/Blue Shield, Rochester, MN.

**"I love my job . . .  
I've been told I  
took a lemonade  
job and turned it  
into champagne."**



*Dave Bell*

**"You sacrifice a  
lot of your own  
desires for  
others—and that  
is where your job  
satisfaction  
comes from."**

Criticism is also a part of the game. Sometimes you just can't please all of the people, all of the time. "I like the positive feedback that I get," says Jill Perreault, employee services and recreation administrator, Hamilton Standard, Division of UTC, Windsor Locks, CT. "But I also appreciate constructive criticism."

So what happens if you're



Kay Baker



**“Small companies do a lot of the same things we do. We all face the same problems, trying to have quality programs with the time and resources we have.”**



Sandy Hinzmann, CESRA



**“I’d like to keep my programs going with a certain amount of volunteers.”**

not one of the lucky ones who receives positive feedback from employees or management? An inherent trait among employee services practitioners is unselfishness. Looking around at a company picnic and seeing the smiles on faces is a nonverbal cue that what they are doing makes someone else delighted. “The reward is the happiness of others,” says Dave Bell, employee services specialist, Lockheed Martin

Information Systems, Orlando, FL. “You sacrifice a lot of your own desires for others—and that is where your job satisfaction comes from.”

Sacrificing their desires isn’t the only thing employee services people do—sacrificing time is one of the biggest obstacles everyone faces.

#### **Facing Obstacles**

It doesn’t matter if you are a paid full-timer, multi-hatter or volunteer: there is never enough time in a day

to do all that you’d like to do. “It is hard to start something and then let it go by the wayside because you just don’t have the time to do it anymore,” comments Kay Baker, director of volunteer services, HealthEast St. Joseph’s Hospital, St Paul, MN.

Time is an understandable constraint when you look at everything an employee services person does. Multi-hatters and volunteers have to deal with other jobs constantly pulling for their time. Full-timers

have the added demands of not only employee services but in many cases human resources issues such as benefits, compensation and resolving employee conflicts. When you look at the vast array of programs and services that are offered, you understand where full-timers, multi-hatters and volunteers have little time for anything else.

It doesn’t really matter on the size of the company or who is implementing the programs. Adding new programs to meet their



employees' needs is a constant struggle. Discount tickets, recognition/service programs, sports leagues, holiday parties for both children and adults, shopping trips, fitness centers, employee stores, catalog sales, special event tickets, blood drives, discount information, browsing rooms, fundraisings, casual days, referral programs, arts/craft shows, and book fairs are just some of their endless array of programs.

"I'm only one person. I can only do so much," says Rowe. "I recently got full-time help for six months because I was overwhelmed. Hopefully, after the six months is up I'll be able to justify adding a full-time position."

If time is one of the biggest obstacles, networking is one of the greatest reliefs.

### **Networking Opportunities**

When help is needed an employee services person uses networking with his/her peers. It doesn't matter what the size of the company is or who is performing the job. "Our chapter is great. We'll swap tickets, seek advice and talk about our problems," says LuAnn Siebenthal, RVESRA, personnel representative, Mitsubishi Motor Manufacturing of America, Normal, IL. "I needed advice on my bus trip events. I called another company and got their bus rules. We incorporated their rules into ours to set-up an acceptable behavior policy."

"We'll go in with other companies to meet a

vendor's minimum ticket allowances," says Sandy Hinzmann, CESRA, manager of staff programs and transportation and manager of *Datalog*, SRI International, Menlo Park, CA.

Attending chapter meetings and conferences play a big role in helping these employee services people do their jobs. "From my chapter I learn how others do things, that can simplify my job," comments Spinell. "Everyone does his/her job differently, so you can always learn from others."

"NESRA conferences are so helpful for ideas," explains Rowe. "It is the only employee services group out there, and believe me, when I started this job I looked. It gives me the most resources for doing my job well."

"I find anyone that deals in employee services has extensive experience," says Bell. "It doesn't matter to me when seeking advice from someone if that person is paid full-time or not. What matters is getting the information and help that is needed."

According to Baker, who services 5,000 employees, "Small companies do a lot of the same things we do. We all face the same problems, trying to have quality

programs with the time and resources we have."

Issues such as addressing management support (how to justify their programs), providing low cost-no cost programs, how to start successful programs, getting

volunteers more active, creativity in planning special events, an increasingly diverse workplace, balancing work and home life, and the list goes on, all vie for their time, energy and resources.



**"I needed advice on my bus trip events. I called another company and got their bus rules. We incorporated their rules into ours to set-up an acceptable behavior policy."**

*LuAnn Siebenthal, RVESRA*



# "My issues are employees' issues."

## The Future

Whether the employee services person is looking to expand, content with their current programs or just looking to hang on to what they have without losing anymore, they are preparing for the future. In

these times, improving morale and decreasing employee stress become bigger issues for employee services to address.

"One of our company's goals for 1996 is to control employee turnover," explains Staudt. "We will

help keep people in place and improve their morale because of our programs. Our employees are spoiled now, they start to expect certain programs." She comments that for certain programs she hardly even needs to announce the event. Employees will come to her and say, "Aren't you offering so and so, how do I sign up?"

I want to continue to make my programs better than they are and expand so more employees use them," says Siebenthal. "The company is getting more involved in wellness so we'll target programs in that area. We already have walking paths and softball diamonds."

"I'd like to offer everything under the sun," says Perreault. "My more immediate plans are to offer a completely different children's holiday party next December. I have plans to make it 100 percent different from last year's."

"I'd like my programs to stay alive," comments Hinzmann. "I'd like to keep my programs going with a certain amount of volunteers. It seems to be a downward spiral, budget cuts lead to reduction of staff and volunteers. I need the volunteers to help me and to get the word out."

"I know what the job market is like in San Antonio," says Staudt. "It is great to be with a company that is growing and doing things for employees—things that are positive."

employee services people is filled with a big payoff: employees' satisfaction. Whether they find out their employees' needs through formal survey methods or just walking the floors or they are dictated by what management wants, their common goal is to meet those needs, the best way possible.

Obstacles are constantly being thrown in their way. But these full-timer, multi-hatter and volunteer employee services practitioners are meeting the challenges of today and looking to the future.

"We had layoffs 3-4 years ago. Our employee base was cut in half and morale was low," says Perreault. "We save employees money and blend their work and home lives. You name it, we do it. Most of our programs don't cost much. We do a lot of free things. We want people to love to come to work because it is an interesting place to work and has nice benefits."

"My issues are employees' issues," concluded Bell. "And these issues can be anything from special events to work/life issues. We have to listen to our employees, see what the problem or issue is and understand it and address it. What we do is increase employees' self-worth. When we do that we also provide happiness."

*Karen G. Beagley is a freelance writer. She is also editor of NESRA's Keynotes and NESRA News. She can be reached through NESRA Headquarters (708) 368-1280.*

## Conclusion

Expanding, holding on, or bettering the programs, the future for these

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# Going, Going, GONE.

*...Sold to the highest bidder...*

*by Beverly Weiss, CESRA and Ann Denise Jameson, CESRA*

V enues such as the common flea markets, tag sales, craft shows and such, provide pleasure to an individual on a one-to-one basis. Contrary to this, the auction is exciting! It must operate in a team environment; it requires leadership through the talents of the auctioneer, provides a wide range of goods and price-points and can be classified as a "special event."

Auctions, and there are numerous varieties of the standard auction, have become extremely popular as an excellent and alternative means for fund-raising to support various social clubs, nonprofit associations, charitable organizations and educational institutions. Having organized and also participated in auction events, we truly cannot tell you which approach we like most, or which one gets our hearts beating the fastest. Each auction type is unique. The goals and objectives of the auction, in general, are the same: the techniques differ and that is what excites us the most with either pen in hand, or paddle uplifted.

Celebrity auctions are becoming extremely popular, since most entertainment celebrities (this includes people in the entertainment arena of fine arts and prominent personalities in the field of sports) now have developed a publicized association with a specific nonprofit organization of their choice, or have established their own personal nonprofit foundations. Two auction items have astounded us the most during the course of our auction involvement: the sale of a pedigree Irish-Setter in excess of \$30,000 and the final price paid for the scribbled recipe of Paul

Newman's Own Salad Dressing on a brown paper bag. Bottom line—the money is channeled to charity in support of education, research and development, various medical protocols and cures and humanitarian needs.

We want to encourage you to look at the auction avenue as a fund-raising opportunity for your association and NESRA's Education and Research Foundation. Don't hesitate to try this new approach. It is one which, we admit, does require you to preplan and employ your coordination talents. But those prerequisites should not deter any one of our NESRA members from entering into this type of activity. With established guidelines, you will achieve success. Gratification and success will be attained on a multitude of levels—individual, team, education, social, community involvement, networking, communication, recognition and financial.

Come to NESRA's 55th Annual Conference and Exhibit to the Chapter Track Session on "Fundraising Through Silent and Live Auctions" to experience first-hand, both a mini-live and a silent auction. This session promises to be fun, entertaining and educational.

*Ann Denise Jameson, CESRA, is in human resources at Carvel Corporation in Farmington, CT and is NESRA's National Director for the Northeast Region. Beverly Weiss, CESRA, manager, compensation and benefits for Botsford General Hospital in Farmington Hills, MI is NESRA President-Elect. Both Jameson and Weiss are NESRA Education and Research Foundation Trustees.*

▼  
**Learn how to  
raise funds  
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Education  
and  
Research  
Foundation  
through  
holding silent  
and live  
auctions.**



# *Be Prepared to Do Business in* **NESRA's Exhibit Hall**

## ▼ **Look who's exhibiting\*:**

103 Las Vegas Convention & Visitors Authority	214 LaQuinta Inns	305 Ramada Plaza Resort	335 Let's Get Organized
105 City Wide Reservations	215 San Diego Zoo and San Diego Wild Animal Park	306 United Artists Theatre Circuit	336 Sony Theatres
107 Luxor Hotel and Casino	217 Cavalier Inn & Suites	307 & 309 Kissimmee-St. Cloud Convention and Visitors Bureau	337 Florida's Space Coast
109 Reservations Plus	220 Palm Springs Aerial Tramway	308 Direct Company	402 Print U.S.A.
110 Century Products Company	221 S & S Arts & Crafts	310 Cookie Lee Jewelry	403 Florida Division of Tourism
111 Edgewater	222 Medieval Times	311 Gatorland	404 Executive Tour & Travel Services, Inc.
113 Monte Carlo Resort & Casino	223 Toy & Gift Connection	312 Global Holidays, Inc.	405-7-409 Florida Keys & Key West
115 Flamingo Hilton Laughlin	224-226 Anheuser-Busch Theme Parks	314 Recycled Paper Greetings	406 Burnes of Boston
117 Ace/Fun Services	225 Entertainment Publications, Inc.	316 Stovall's Best Westerns	408 Cruise America
121 Universal Studios Hollywood	227 Residence Inn by Marriott	317 United Floral Service	410 The Fun Co.
129 Calamigos Ranch	228 Collette Tours	320 J. R. Specialties, Inc.	411 & 413 Swingster
130 Embassy Suites Arizona	229 International Diamond Center	321 & 323 Universal Studios Florida	412 Quantum Travel
131 Catalina Express	230 Brunswick Recreation Centers	322 Konica Quality Photo West	414 Pennine Computer Consulting Inc.
133 Great American Products	231 Autry Museum of Western Heritage	324 Radisson Plaza Hotel Orlando	415 Travelers INNS
137 Zip Specialties, Inc.	232 American Greetings	327 Orlando/Orange County CVB	416 Buena Vista Suites/Caribe Royale Resort
202 Princess Vacations	233 Sirata Beach Resort & Best Western Plaza International	329 Tollman-Hundley Hotels/Orlando	417 El Monte RV Center
204 Avis	234 Marine World Africa USA	330 Caesars Pocono Resorts	420 American Family Day Corp
205 & 207 Qualex	235 DM Merchandising	331 Holiday Inns-The Florida Collection	422 Cruise-A-Way Travel & Tour Co., Inc.
206 Bulova Corporation	236 Catalina Passenger Service	332 Employee Printing Services	423 Best Western International, Inc.
208 & 210 Walt Disney's Magic Kingdom Club	237 Riverside Resort Hotel and Casino	333 Radisson Plaza	424 & 426 Gear For Sports
209 Eastman Kodak Co.	304 Motel 6	334 Travelodge/Forte Hotels	
213 Outrigger Lodging Services			

\*List includes all exhibitors that registered prior to February 1, 1996

# Employees are counting on you to scout out the best quality at the best prices! Develop a plan and work it to make educated buying decisions.

Those who have a systematic plan, and who work their plan, can easily double their productivity and gain more valuable information.

■ **Start now to choose what you want to see.** Write down the products and services that relate to your program now, or may in the future. Don't forget to get input from your co-workers and other associates in your program.

■ **Have a strategy before entering the Exhibit Hall.** Make a list of the exhibitors, new and old you want to see. Consider scheduling an additional appointment at a time other than during exhibit hours with key suppliers.

■ **Do a complete walk through of the Exhibit Hall to get an overall impression of the exhibitors.** Don't talk business the first time through but do say hello to those you are currently working with.

■ **Then take a break to make notes and review the list you prepared back in the office.** You will want to write down key questions to ask exhibitors. If you have colleagues from your firm at the conference, this is an ideal time to compare notes.

■ **Now, armed with your notes and questions, start through the hall again.** Visit every booth, including current competitors of exhibitors of which you are doing business. Get the latest information on products and services displayed. Get essential information from exhibitors, but don't overload yourself.

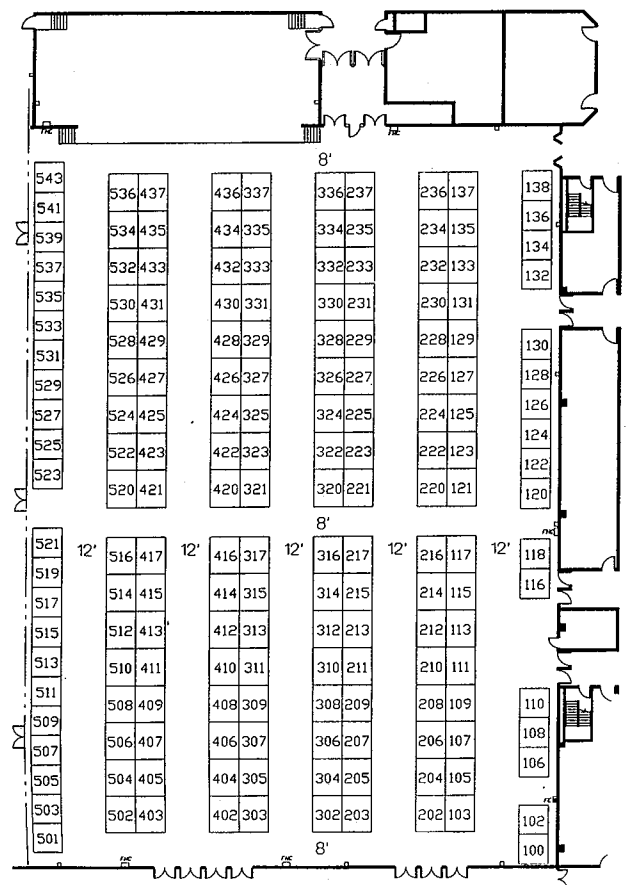
Remember that the end result of a well planned exhibit hall experience will make you more knowledgeable to make informed decisions. The exhibitors will benefit also as they deal with buyers who have a goal to improve their employee services programs.

425  
Source One Mortgage Services Corporation  
427  
Claridge Casino Hotel  
428  
Windmill Inns of America  
429  
Olympus America Inc.  
430  
American Pool Players Assn.  
431  
Choice Hotels International  
432  
Risk Management Group Ltd.  
433  
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434  
Business Innovations  
435  
Lake Havasu City Visitors & Convention Bureau  
436  
Weider Publications  
437  
Sayings For You, Inc.  
502 & 504  
Porter Wallace Corporation  
503  
Jordan Worldwide  
506  
Westpark Hotels  
516  
Floral Communications, Inc.  
520 & 421  
FUJI TruColor Service/  
Employee Photo Service  
521  
Eagle Group Sportswear  
523  
Get-Away Today, Inc.

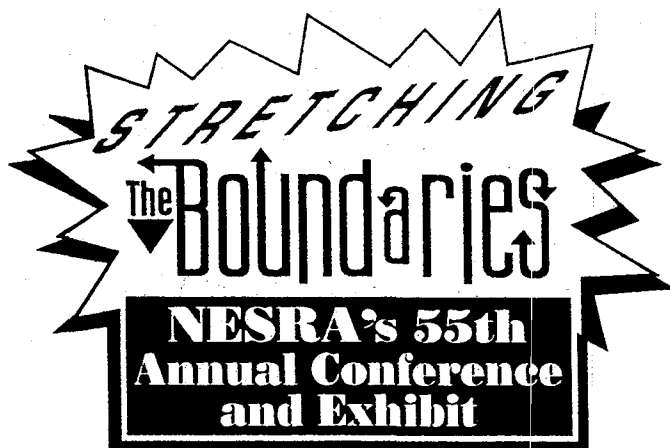
Exhibitors awaiting booth assignments:

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## NESRA Exhibit Hall



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**The Mirage Hotel, Las Vegas, Nevada**  
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1	2	3	4	5



# *The Dos And Don'ts of* **Travel Safety**

*By Richard G. Ensman, Jr.*

**I** imagine this scene: It's 9:45 at night. You're several hundred miles away from home, leaving the meeting site of an association conference. The parking lot is almost pitch-black, and you can't remember where you parked your rental car. So you begin walking, searching the unfamiliar lot for your vehicle. And then you hear footsteps behind you—slow, steady beats on the pavement. Your palms begin to sweat and your pulse quickens. Is somebody following you? This scenario could be real and it could happen to you. You've read the alarming crime statistics and you probably know that travelers who take precautions against crime are only being prudent.

This feature offers you a compendium of commonsense travel safety suggestions. Why not clip this feature and place it in your travel file or even next to your suitcase? Next time you travel on business, to an association meeting or convention, or even on vacation, pull it out and review the suggestions. You might make your trip just a little more worry-free.

## **Before You Leave**

### **Do:**

- Ask for travel safety suggestions from your travel agent.
- Arrange for someone to pick up mail and newspapers at your home while you're away.
- Participate in any travel safety or personal defense courses available locally. (Note: If your employee services association or

company offers travel safety courses or resources, you may wish to mention them here.)

### **Don't:**

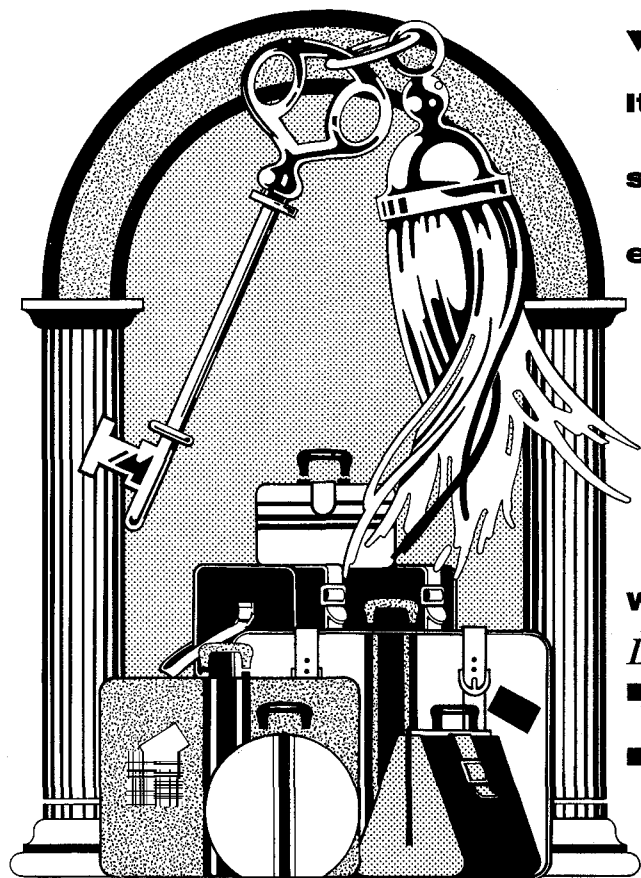
- Speak publicly about your travel plans in the presence of strangers.
- Write your address on the outside of your luggage. Seen by the wrong eyes, a visible address is a road map to burglary.
- Pack all your medicines in one place. Place a quantity of medicine in two different bags; if one bag is lost or stolen, you'll still have a supply.

## **Staying Safe on the Road**

### **Do:**

- Let a friend or colleague know where you're going and when you expect to arrive. And then call to "check in" after your arrival.
- Plan your route carefully. Not sure which roads or highways to use? Ask your travel agent or AAA for assistance.
- Stock your car with a first-aid kit and if you'll be traveling in cold weather, a blanket, candles and rock salt.
- Write down the license and identification number of any vehicle you rent, and carry this information on your person. It's easy to "lose" a rental car by forgetting the plate number.
- Stop at well-lighted locations for gas or meals.
- Develop a simple "breakdown procedure," especially for rental cars, before you begin

▼  
**Don't speak  
publicly  
about your  
travel plans  
in the  
presence of  
strangers.**



▼

**It's important to know travel safety tips and to educate employees on travel safety.**

### **When You Park Your Car**

#### *Do:*

- Park as close as possible to the building you'll be entering.
- Park near overhead lights, if you have a choice about parking locations. And remember: if you park during the daytime, everything may appear bright. But when you leave a nearby building at night, the area will look very different. The more illumination around your vehicle, the faster you'll find it if the parking lot is unfamiliar.
- Lock your car. And be sure the windows are closed tightly to prevent break-ins.
- Know your destination as you leave your car. Plan the quickest route to your destination and walk confidently toward it.
- Have your keys or other materials ready as you prepare to enter the building.
- Leave a variety of clothing and inexpensive personal items—a book or two, several soda cans, or light sports equipment—in the back seat of the car. This creates the illusion of multiple passengers and might make the vehicle a bit less inviting to thieves.

#### *Don't:*

- Leave your windows open and your doors unlocked, especially when you're driving along unfamiliar roads.
- Leave your car if you have an accident and you're uncomfortable. Drive to the shoulder of the road and wait for the police to arrive. Alternatively, signal to the other driver to follow you and drive to a public place and call police.

#### *Don't:*

- Leave valuables sitting on your car seat or floor.
- Leave your car registration in your car. Instead, carry it in your wallet or purse. If your vehicle should be stolen or burglarized, you won't run the risk of someone gaining access to your name and address.

▼  
Immediately  
press as  
many buttons  
on the  
elevator  
panel as you  
can, if you're  
confronted  
by an  
attacker in  
an elevator.

## Walking Around

### Do:

- Be wary if someone bumps into you; this is a favorite pickpocket technique. To avoid loss of valuables, carry them in a deep pocket, a money belt or in some other hard-to-reach place.
- Walk confidently, with your head erect, intent on briskly arriving at your destination.
- Carry a whistle or personal alarm and know how to quickly grab and use it in the event of trouble.

### Don't:

- Carry lots of baggage around with you. Better yet, try to limit the items you carry to what you can hold in one hand. This leaves the other hand free to handle emergencies at all times.
- Put your suitcase or briefcase down. If you must make your hands free for a few moments, place your bags close to you. Best, keep them between your legs.
- Stop if you're asked for change or directions. This is a common ruse for thieves and pickpockets.
- Expose credit cards to public view; someone may be watching you at a distance, perhaps even with binoculars. If you must take a card out at a pay telephone or other public place, keep your fingers over several digits of your card number.

## About Lodging Facilities

### Do:

- Ask the hotel or motel management to provide someone to accompany you into your room after you check in.
- Check the condition of your locks, windows and doors.
- Have your keys ready each time you are about to enter your room.
- Reserve rooms in hotels or motels that offer card access systems instead of room keys.
- Arrange your room away from restaurants, spas or other facilities open to the general public.
- Check your valuables into the hotel or motel safe.
- Be sure you know what to do in the event

an emergency occurs while you're in your room.

Lodging facilities post emergency escape instructions, usually on the inside of room doors. Read them carefully. If you don't find instructions posted, ask at the desk.

- Bring your own portable fire or burglar alarms with you when you travel. While most lodging facilities have fire systems, you can never be certain of their condition or their last inspection. If you're going to carry valuable goods or papers in your briefcase, consider purchasing one of the new high-tech briefcase alarms on the market.
- Contact the desk or lodging security official if you're worried about your personal security, for any reason, at any time.
- Immediately press as many buttons on the elevator panel as you can, if you're confronted by an attacker in an elevator.
- Ask to review the safety records of your hotel or motel if you have any safety or security concerns when you're planning a trip. Specifically, ask for a summary of crime incidents and safety emergencies.

### Don't:

- Allow a desk clerk to discuss your room assignment aloud. If this should occur, ask for another room.
- Open your room door unless you know the identity of your visitor. Don't hesitate to ask the individual to show identification through the peephole or under the door.
- Wear your name badge through the corridors of your hotel.
- Don't leave notes to visitors hanging on your room door. They advertise your absence from the room.

## Conclusion

And now, a final Don't: Don't become overly alarmed by the need for safety precautions. The statistical probability is that your next trip will be safe and you won't run into trouble at every turn. But a heightened awareness of the possible risks you face while traveling and attention to a few commonsense precautions, can help you remain a happy traveler and avoid becoming a helpless victim.



*Richard G. Ensman, Jr. is a freelance writer from Rochester, NY. He can be reached at (716) 889-4151.*

## 1001 WAYS TO REWARD EMPLOYEES

by Bob Nelson

Order today for  
only \$7.95

At Hewlett-Packard they have the Golden Banana Award, Disney opens Disneyland one night a year to employees and families only, with upper management dressed in costumes and running the concessions and rides. One Gap manager thanks her workers for meeting a grueling deadline by giving gift certificates to a spa for a facial or massage. Finally, managers are beginning to catch on to something employees already know: that what really motivates a person to perform are those intangible, unexpected gestures that signify real appreciation for a job well done.

Bob Nelson has delved extensively into the issue of employee rewards and put together an idea-filled reference for making the person/achievement/reward equation work. From informal rewards (a note saying thank you, spontaneously taking a group out to a ballgame) to awards for specific achievements (reaching sales goals, quality/productivity awards, soliciting employee suggestions, providing customer service) to formal reward programs (gainsharing, anniversary awards), here are over 1,000 innovative ideas beyond the standard raise and/or promotion. Because as the best-run companies now know, money isn't everything.

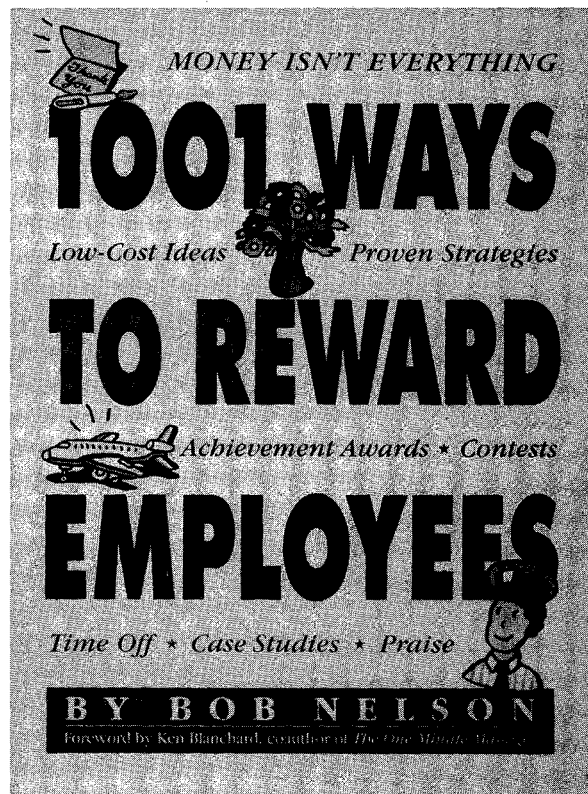
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# What Is Medical Self-Care & How Do You Educate Employees About It?

by Richard E. Miller, Ed.D.

▼  
**Read how  
employees  
can save  
your  
company  
money if  
they use  
medical self-  
care  
materials to  
determine  
when to  
seek  
medical  
treatment.**

**T**he medical dollar squeeze is being felt by all. Releasing the grip requires utilizing employee health plans in a cost-efficient manner. One way to do this is through medical self-care that focuses on preserving personal health without unnecessary expenditure of health care dollars. Many organizations have evaluated and are adopting this cost containment strategy. Implementing medical self-care in a work organization involves simply encouraging employees to learn what it is and how it is performed. Fortunately, most employees, retirees and their dependents have an inherent interest and willingness to take better care of themselves.

Medical self-care is usually introduced through the employee benefit package. Many prepaid health plans include printed and electronic resources (e.g., texts, pamphlets, telephone information services). Medical self-care advice is also offered through occupational health physicians and nurses. In addition, worksite wellness specialists are likely to "spread the word" through classes and other programs. Given these channels of medical self-care, employee services specialists are likely to be a part of this emerging health care cost-containment strategy.

This article explains what medical self-care is, how it works and what to consider before purchasing medical self-care literature. The author relies on experience in conducting market as well as evaluative research on the utilization and value of medical self-care literature in health care cost containment. The reader will also have the opportunity to determine what s/he knows about medical self-care.

## What is Medical Self-Care?

Medical self-care refers to the acquisition of personal health knowledge and abilities in medical self-assessment and the monitoring of bodily signs and symptoms. Accordingly, the person executes decisions regarding self-treatment and self-referral to care, as well as, acts as an informed and active patient during the course of care and recovery. This is a "full bill" of responsibility yet one that most people readily assume. Opportunities for medical self-care arise when a person experiences a health concern and solicits the advice of others regarding a course of action. Other times, s/he receives health-related information through the media and applies it to immediate situations. Still in other instances, the individual has learned to refer to an immediate source of professional advice via printed materials or telephonic informed care services. The person then applies that information or advice to decisions about health care. Whereas medical self-care implies action by the individual to self-treat, it works best when the person confers with or acts in conjunction with a health care provider.

There is mounting evidence in professional literature about the cost-effectiveness of medical self-care. Practicing medical self-care is linked with less doctor office visits especially for upper respiratory tract infections (colds). Readers of medical self-care literature have reported fewer emergency department visits over the past year. Employees who have been issued medical self-care texts and newsletters have lower rates of work absenteeism compared to those without the literature. The beneficial effects of utilizing medical self-care materials seem equally applicable to young and older age groups. Some investigators have actually calculated a medical dollar cost-savings of about \$300 per person per year. Overall,

readers of medical self-care materials indicate a greater sense of personal confidence regarding health care.

**How Does it Work?**

Place yourself in this scenario: A school-age dependent in your family appears to have “pink-eye,” conjunctivitis. So what do you do—keep him/her home and contact the family physician; or figure the condition is not serious nor contagious and send the child off to school? Before you decide, consider the possible cost implications. If the child stays home, s/he will miss valuable school time and experience disruptions to daily life (e.g., the need to make up school work). For the parents, there may be possible absenteeism from work as well as potential loss of income. The school district will also realize the child’s absence. The teacher has to accommodate the child’s temporary learning restrictions and make arrangements for school work to be sent home. And on a greater level, the district’s state subsidy is based on student attendance.

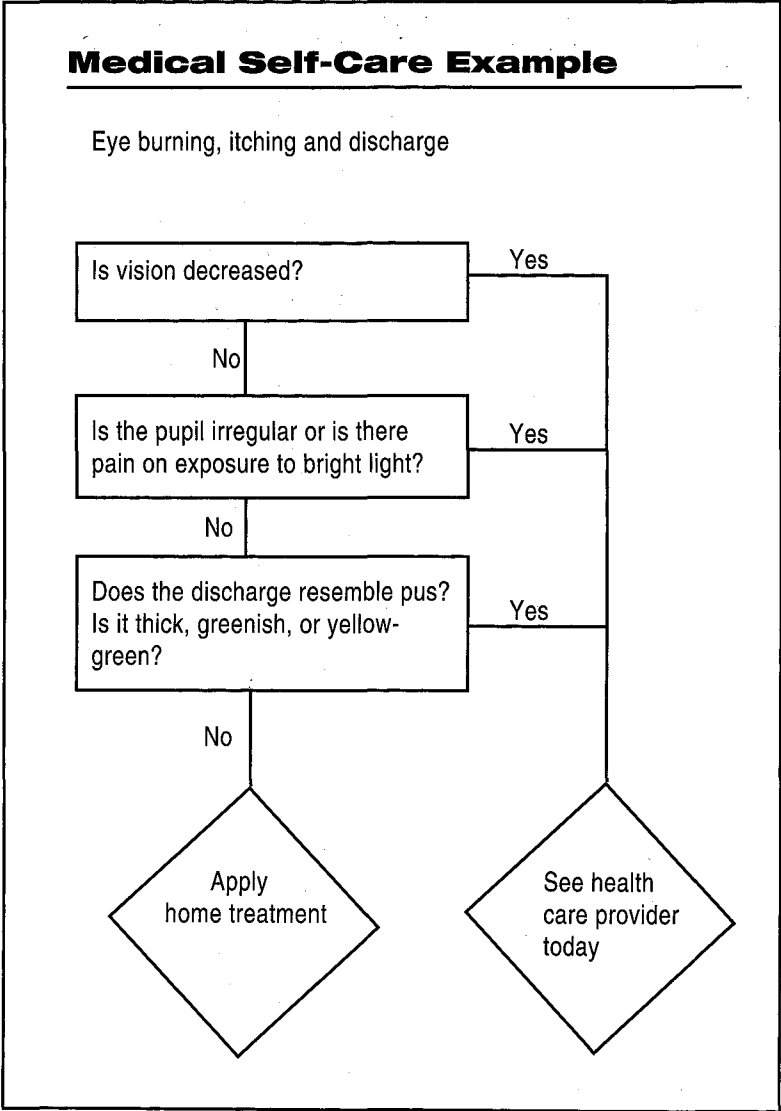
As far as medical dollars, the cost of a doctor’s visit is borne by either the third party carrier and/or the parents. That is, the greater the utilization, the higher the health insurance premium schedule for members of a group plan. Conceivably, the community would have to share the doctor bill if the parents opt to utilize a public sector medical care service from the county health department. Okay, maybe this scenario is being stretched. The point is that all of these cost permutations can be sufficiently accounted for and possibly preempted through the proper practice of medical self-care.

The above situation occurred in this author’s family. After referring to a medical self-care textbook, it was discovered that there are four kinds of conjunctivitis, with two being contagious (viral and bacterial infections). A telephone call to the nurse within the family practice corroborated this medical self-care. In the absence of a discharge and/or crusting over of the eye, it was concluded that an allergen was probably responsible for the pink eye and there was no compelling health reason to keep the child out of school. To be on the safe side (and considering the school’s apprehension about conjunctivitis), a short doctor’s visit was scheduled. It was also recommended that the parents be prepared to explain the medical history of the child to the physician. During the office visit, the physician confirmed the

child’s minor case of poison ivy that had spread to the eye. Whereas symptom management and home treatment was used to relieve the irritation, the child was allowed to return to school that day.

In this example of medical self-care, the parents were educated about conjunctivitis as well as prepared to work with the provider during the course of care. This shortened the time needed by the physician to provide care as well as expedited the child’s return to the classroom. Medical self-care literature was a useful resource during this process (see Figure 1). Hence, potential costs (e.g., presuming the child stayed home, lengthy office visit, etc.) were reduced simply by learning more about bodily signs and symptoms and effectively communicating with health care professionals.

Figure 1





**The  
readership  
should not be  
limited to the  
employees  
since the text  
has  
application to  
dependents  
of all age  
groups.**

### Things to Know

Whether you decide to purchase medical self-care literature for personal use or have been assigned the responsibility of ordering these resources for an employee audience, here are some things to keep in mind. To start, there are several texts on the market—many of which have been reviewed for accuracy and applicability by medical care professionals. While shopping for a text, you should consider the qualities and attributes that seem to distinguish one text from another.

A local library visit allows you to examine some of the more widely distributed and popularly read medical self-care texts. Accordingly, you may wish to stop by a retail bookstore for a first-hand look at the wide assortment of books on this topic. Medical self-care, as you will discover, is a broad category ranging from the definition in this article to extended applications in home remedies, self-healing and herbology. If personal purchase is the intent, your shopping spree may be at its end. However, if your task is text selection for an employee audience, you will need to know more about the product.

It would be prudent to secure a complimentary copy from the publisher for review by the occupational health professional associated with your work organization. At the same time, you could also request copies of reviews of their products. Usually, the sales representative has a collection of such reviews.

While narrowing down the products for possible adoption, you should consider the features of the text that seem to be attractive to an employee audience. There is market research evidence that employees consider index, cross-reference, credibility of authors, comprehensiveness, range of topics, illustrations, up-to-date and relevance to age groups to be primary features. What this means is the text's index acts as a road map to locating important information in the book. For example, during a conjunctivitis incident, the first place one is likely to turn to is the index to look up "pink eye." However, while in the text, it may be necessary to cross refer to related information such as poison ivy.

Market research has revealed that employees value the credibility of the information source. Rather than a promising "quick home cure," readers prefer a medical doctor's advice even if it means eventual medical attention. Given the multitude of health concerns and problems, texts should have a wide range of topics with each subject being covered comprehensively. Of course this could lead to an information overload, so readers appreciate the most up-to-date advice presented in a user-friendly way through illustrations and flowcharts. Last, the readership should not be limited to the employees since the text has application to dependents of all age groups.

### What Do You Know?

If medical self-care literature tests a person's ability to learn and make health-related decisions, let's see what you know. Try taking the following quiz based on the content of two well-known texts in medical self-care. The quiz has been field-tested on specialists in workplace wellness. Upon analyzing your score remember that if properly performed, medical self-care promises reduced medical dollar expenditure. However, it is not meant to replace medical care—good luck in learning more about medical self-care!

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VA 22030-4444, (703) 993-2066;  
FAX (703) 993-2025, [emiller@vms1.gmu.edu](mailto:emiller@vms1.gmu.edu)

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# Medical Self-Care Quiz

**How much do you know about basic medical self-care?**

**Take this quiz to find out. Answers are on page 32.**

1. Runny nose, headache and dry cough are often symptoms of a(n)
  - a. Viral infection
  - b. Bacterial infection
  - c. Allergy
  - d. Both a. and b.
2. Which condition develops primarily due to the aging process?
  - a. Back pain
  - b. Osteoporosis
  - c. Hearing loss
  - d. None of the above
3. How often should a routine medical checkup be scheduled?
  - a. Every six months
  - b. Every year
  - c. Every two years
  - d. None of the above
4. Which represents an emergency that requires the immediate attention of a health care provider?
  - a. Ring stuck on finger
  - b. Tick bite
  - c. Back pain
  - d. None of the above
5. Which pain reliever is the safest?
  - a. Aspirin
  - b. Acetaminophen
  - c. Ibuprofen
  - d. All three are as equally safe as they are unsafe.
6. Which condition responds well to home health care?
  - a. Fungal infections
  - b. Feminine hygiene concerns
  - c. Irritable bowels
  - d. All of the above
7. Which reading is most accurate in measuring body temperature?
  - a. Oral
  - b. Axillary (armpit)
  - c. Rectal
  - d. Temperature Strips (for forehead)
8. What materials are needed to remove a speck of dirt floating on the white of the eye or inside the lid?
  - a. Cotton swab and a handkerchief
  - b. Tweezers and pins
  - c. Toothpicks and dental floss
  - d. All of the above
9. Which of the following is correct about getting rid of warts?
  - a. Try the least expensive method
  - b. Warts often go away if left alone
  - c. See a health professional if wart is in genital or anal area
  - d. All of the above
10. When should a health professional be called regarding a headache?
  - a. If unexplained headaches continue occurring more than three times a week
  - b. Headache is of very sudden onset or very severe in pain
  - c. The use of pain relievers is weekly for several weeks
  - d. All of the above
11. Which is likely to help a cold?
  - a. Antihistamine
  - b. Antibiotic
  - c. Over the counter (OTC) preparations
  - d. Vitamin C
12. What should every household have?
  - a. Blood pressure cuff
  - d. Eyedropper
  - c. Nail clippers
  - d. Cold pack
  - e. All of above
14. Which needs immediate medical attention?
  - a. A bruise
  - b. A strain
  - c. A sprain
  - d. A fracture
15. How should back pain be treated?
  - a. Basic first aid procedures
  - b. Basic posturing
  - c. Cold pack treatment
  - d. All of the above

# Quiz Answers

All of the answers to the preceding questions can also be found in:

1.) *AMA. (1992). Guide to your family's symptoms. The American Medical Association. New York, NY: Random House.*

2.) *Vickery, D.M. and Fries, J.F. (1994). Take care of yourself. Reading, MA: Addison-Wesley Publishing Co.*

1. **a.** These symptoms rarely develop in bacterial infections or allergies (although headaches can accompany sinusitis-allergies). Remember, only bacterial infections improve with antibiotic treatment. Viral and allergic conditions respond to supportive treatment and care.
2. **d.** It is a faulty presumption that health conditions develop primarily because a person is growing older. For the most part, back pain, osteoporosis and hearing loss (as well as a multitude of other conditions) primarily develop due to poor health management such as improper posturing, malnutrition or unnecessary noise exposure.
3. **d.** There is no need for a routine medical checkup until an individual reaches later adulthood. Unexplainable signs/symptoms (or explainable ones that concern the person) may necessitate a doctor's visit. However, periodic screenings are called for blood pressure (every year or so), cervical cancer (every 1-2 years), colorectal cancer (yearly for individuals over 40) and other conditions.
4. **d.** None of the conditions require immediate health care attention unless symptoms are persistent. Besides soap on finger, there are other safe and effective means of dislodging the ring. Any tick bite should be monitored for possible symptoms (i.e., soreness, "bulls-eye" discolorations, etc.) that would necessitate a doctor's attention. Generally speaking, back pain attacks not responding to home supportive care warrant a doctor's visit.
5. **d.** Selecting the right pain-reliever is a tradeoff between treatment effectiveness and potential toxicity. While aspirin and ibuprofen (in rare cases) can have a toxic effect on the stomach, acetaminophen doesn't. However, more hospital emergency visits are due to acetaminophen overdose than to aspirin or ibuprofen. People can also overdose on aspirin—a primary culprit in accidental child poisoning. Aspirin is also linked with Reyes Syndrome in youngsters. Ibuprofen, in some rare instances, has been associated with kidney and liver damage. So follow the package's directions and monitor any unexpected reactions while you determine if a particular pain-reliever works for you.
6. **d.** Actually, all of these concerns respond well to home preventive measures (athlete's foot—wear cotton socks to absorb perspiration, feminine hygiene—even medical self-care specialists do not advocate douching, irritable bowels—most cases do not require treatment except fluid replenishment for the body. Medical self-care specialists as well as the Consumers Union recognize various over-the-counter treatments for these conditions.
7. **c.** Although most accurate, the rectal temperature reading can cause injury if done improperly. Evidently, oral readings are more common (with axillary as an option). The temperature strips are about one degree cooler than an oral measurement.
8. **a.** Cotton swabs for flipping the eye lid and a handkerchief corner to pick off the object may be all that is needed. However, get yourself to a health care provider for any embedded object, metal chips, or if the object is lodged over the colored part of the eye.
9. **d.** Although little is known about warts, one thing is for sure—they are effectively treated via inexpensive over-the-counter preparations. (In fact, most of these skin anomalies will go away on their own). In the meanwhile, see a health professional if pain/discomfort dictate, wart lasts longer than a couple of months, or the growth is in the genital/anal area.
10. **d.** About 90 percent of all headaches are caused by tension and can be prevented and self-treated through stress management, proper posturing, good nutrition, exercise and not smoking. Sudden and recurring headaches need health care attention.
11. **c.** The only way to help a cold is through supportive care at home (rest and hydration) that may involve symptom management such as over-the-counter decongestants, cough syrups and nose drops.
12. **c.** Emergency services should be saved for true emergencies. Inappropriate use can slow the response to people whose lives depend on speedy treatment.
13. **e.** More health care happens in the home than anywhere else—so every household should have cold packs, eyedroppers, nail clippers, cold packs, humidifier, vaporizer, dental mirror, thermometer and the list of self-care tools goes on.
14. **d.** Immediate medical attention is called for regarding a bone fracture. However, the other conditions should respond well to home treatment (first aid and symptom management). If the condition does not improve in four days—contact a health professional.
15. **d.** All of these procedures help in the advent of sudden back pain. The particular first aid procedures, body posturing and application of cold packs should be learned by every consumer. Ask your health care provider for literature on the procedures.

## Interpreting Your Score

Give yourself 1 point for each correct response:

- 0-6 Wow...your medical bills will put your employer out of business. Start reading medical self-care texts such as the ones mentioned in this quiz.
- 7-9 Hmm...a little better, but it is still important to study-up on your medical self-care knowledge and skills.
- 10-12 Okay, now you are starting to display the skills and abilities associated with someone who is invested in his/her personal health management
- 13-15 Congratulations, not only are you a good personal health manager but you are also helping to reduce unnecessary expenditure of medical dollars. You deserve a pat on the back, a hand shake, a medal, a "job well done," a ... (no sense in getting carried away). Good for you!!

Free shareware offer: the Medical Self-Quiz as well as a Healthy People 2000 Quiz are available upon request. Both quizzes are HyperCard® stacks that run on Macintosh® systems that have HyperCard Player® installed. Send blank diskette with sufficient return postage to author, Richard E. Miller, Ed.D., Human Service Programs, Mail Stop 1F6, George Mason University, Fairfax, VA 22030-4444. Phone: (703) 993-2066, Fax: (703) 993-2025, emiller@vms1.gmu.edu



# Getting Down to Business Can Make All the Difference

by Cynthia M. Helson

**T**here will be beautiful colors, luring sounds and exciting demonstrations. You'll have chances to win prizes and delicacies to taste but if you don't start planning now for NESRA's Exhibit Hall, the thrill of the hall will be gone when the booths come down—and that doesn't have to be the case. Successful store managers know employees are depending on them to find the best deals and they know the Exhibit Hall is an important beginning to buying all year. They develop relationships with exhibitors that not only include order taking conversations—but exhibitors share their experience of what works and what doesn't—they become wonderful resources.

It's time to take a good look at your store to determine what areas need new products, what computer systems need an upgrade, and what areas—buying, promotions, customer service—need attention.

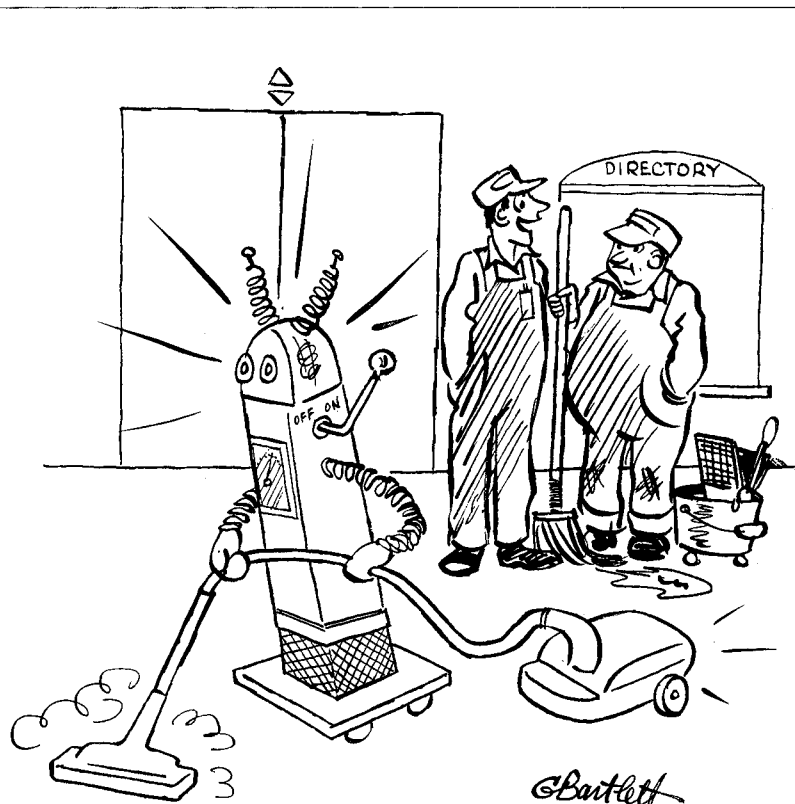
If you begin this process now, you'll be set to choose appropriate concurrent sessions, conduct productive conversations with exhibitors and glean needed information from your peers at the upcoming national conference.

Once a year employee store managers from across the country exchange ideas and share secrets for success at the only national conference that offers an Employee Store Track of sessions, NESRA's Annual Conference and Exhibit. Since employee stores are very different from retail stores, it is

important to go to a conference that addresses employee stores specifically.

This year the gathering takes place at The Mirage Hotel, April 21-25, 1996 in Las Vegas, NV. Special sessions for employee store managers will teach you:

- *How to develop a strategic plan for your store*
- *How to serve satellite offices with a mobile store*
- *How to increase sales and manage your store more easily*



"Actually, it's mine. I bought it with the money I saved at the employee store."



**Use this article to get prepared for the next exhibit show you attend, whether it's at NESRA's national conference, a regional conference or a chapter vendor show.**

- *How to strengthen relationships with suppliers*
- *How to design special promotions.*

An Employee Store Idea Exchange will give store managers a chance to brainstorm with others who have either less than \$300K in sales, between \$300K-\$500K in sales or over \$500K in sales.

To make the most of your conference experience, you need to decide what information you want to bring back.

Walk through your store. Take a look at what areas need more attention.

Lori Scheiber, manager of travel and merchandise services, PepsiCo, Purchase, NY, recommends:

- Ask customers as they come to your store, what type of products they'd like to see. Hold focus groups with customers and noncustomers to see what employees expect from your store and how they want it delivered.
  - Make a laundry list of the types of products they would like.
  - Look over the list of exhibitors on page 20 and circle those that may offer the products on your list.
  - Make a list of all the questions you need to ask suppliers.
- For example, if you are working with imprinted items, plan to ask them to identify all costs, including set-up, logo design, embroidery and so on, involved with ordering the items and making them available to employees. Then be sure you factor in all of these costs when setting your price for the merchandise.
- Be sure to ask exhibitors how much lead-time they need from the time you order the merchandise to the time it's delivered.
  - Ask exhibitors where the price breaks are for quantity buying. If the product is something you can use, but can't store, ask the exhibitor if they can split ship it.

If you can order 1,000 pieces, can they ship it in increments of 250 over a period of time. This way, you save with the price break and you don't need to designate enormous space for storage.

When you get to the Exhibit Hall, adopt these practices recommended by Chuck Bashian, NESRA's marketing manager:

- Once at the Exhibit Hall, walk through the entire hall to get a feel for who's there and what's available. Say hello to friends.
- Visit every booth. Employee stores can display travel information packets for

employees or they can become a source for service awards. Look at each exhibitor's offerings with an open mind to see if you can use their services and if there's a new opportunity to generate revenue.

Remember, employees want convenience, any way you can deliver it, may generate more revenue for you.

- Look at your current suppliers' booths as well as their competitors. Knowing what's available will make you a better buyer.
- Then, develop a strategy to talk with exhibitors of utmost importance to you.
- Take notes.
- Feel free to schedule appointments with them to discuss business at length.

If you're looking for a particular product, Myrna Zarrell, special accounts manager, Burnes of Boston, New York, NY suggests you ask these questions:

1. What's your top selling item?
2. What is the most popular material for that item? For example with picture frames, do customers prefer wood, ceramic, or metal frames?
3. How do I get the best pricing?
4. Do you sell related items or would I have to work with separate suppliers to complete one display?
5. How do you handle customer's complaints, defective merchandise, etc? If there's a problem, does the customer have to incur shipping costs to get it fixed?
6. In addition to supplying the product, do you offer any services to the employee store manager?
7. How many times can a store expect to turn over its supply of the product?
8. How do you qualify a customer? Does a store have to be a particular size, do a set dollar amount of business, etc.?

Many times employee store managers and other employee store practitioners have found exhibitors to be very helpful not only in supplying products but in educating them how to sell the products better and how to make more money.

NESRA's Exhibit Hall will be filled with hustle and bustle, so you've got to focus on what you need and ask the right questions to come home with money-saving ideas. If you haven't registered for NESRA's 55th Annual Conference and Exhibit, turn to page 23, complete the form and mail in your form and check today.



# Save 40%

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## **EMPLOYEE SERVICES MANAGEMENT**

At your request, NESRA is offering discounted subscriptions of *Employee Services Management*. Instead of routing your magazine, purchase subscriptions for key people in your company. This way one magazine stays with you to serve as a resource while other individuals get the latest information on what's new in employee services. By receiving the magazine, they will increase their awareness and understanding of the field and the important role you play in your organization.

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# Buyer's guide update

**Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1996 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.**

▼  
**Look here for discounts on vacation packages, cameras, hotel rooms, plus much more!**

▼  
**Associated Tour Services, Inc.**  
1635 S. Ridgewood Ave.  
Daytona Beach, FL 32119  
(800) 825-9089  
(904) 761-6235  
(904) 761-2535 FAX  
Contact: Robert Scalise/  
Kevin Quinn

A.T.S. is an A.R.C. (Airline Reporting Corp.) licensed and bonded travel agency that provides deeply discounted vacation packages for the employees of member companies. Packages include Orlando, Daytona Beach, Bahamas, Las Vegas and more.

▼  
**Continental Plaza at Los Angeles Airport**  
9750 Airport Blvd.  
Los Angeles, CA 90045  
(310) 645-4600  
(310) 645-7489 FAX  
Contact: Lana Sue Sawyer

Continental Plaza is a beautiful 570-room property located just minutes from Los Angeles International Airport. The hotel offers concierge service, boutique shopping, complimentary 24-hour airport shuttle, outdoor pool and restaurant. Excellent conference, meeting facilities and

business services. Karaoke and daily complimentary hors d'oeuvres during happy hours in the Atrium Lounge. Special corporate and employee club rates available. Park & Fly program. Adjacent to beaches and local attractions.

▼  
**International Diamond Center**  
3696 Ulmerton Rd.  
Clearwater, FL 34622  
(800) 275-3366  
(813) 572-7258  
(813) 572-6882 FAX  
Contact: Fred Miller

International Diamond Center is a manufacturing jeweler that offers recognition awards and gift programs tailored to your needs. We create corporate rings and logo jewelry and watches, writing instruments and clocks from desktop to grandfather styles. Our pricing is very competitive. We offer jewelry incentive plans and offer a tremendous selection of Gem Lab Certified diamonds, gemstones and gold jewelry in 14K and 18K. We can supply through our wholesale division, merchandise for your employee stores. A merchandise discount for NESRA members is also

offered. Please call for further information.

▼  
**Olympus America, Inc.**  
Two Corporate Center Dr.  
Melville, NY 11747  
(516) 844-5163  
(516) 844-5258 FAX  
Contact: Irving M. Weiler

Leading manufacturer and distributor of Olympus 35mm cameras, micro-cassette recorders and binoculars. Special pricing and promotional opportunities available to NESRA members.

▼  
**Philadelphia Convention & Visitors Bureau**  
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(215) 636-3415 FAX  
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in the heart of Mission Valley on Hotel Circle South., right off I8 and eight minutes from the airport, Sea World, the famous San Diego Zoo and Balboa Park and three minutes from Old Town and Fashion Valley Shopping Mall. NESRA special rate \$59 plus tax, 1-4 persons.

▼  
**San Bernardino  
 Convention &  
 Visitors Bureau**

201 North "E" St., Ste. 103  
 San Bernardino, CA 92401  
 (800) TO-RTE-66  
 (909) 889-3980  
 (909) 888-5998 FAX  
 Contact: Manuel Irizarry

Planning a convention, meeting or group tour in San Bernardino? Let us help you make the most of your stay. We offer a range of promotional materials to aid you in planning your Convention or group tour as

well as assistance in selecting accommodations. Transportation options and information on events, attractions and entertainment venues are always readily available. 

ASSOCIATE MEMBER



**NESRA**

NATIONAL EMPLOYEE SERVICES  
 AND RECREATION ASSOCIATION

▼  
**NESRA National Associates**

**are great resources for  
 products, services and advice  
 on how to increase sales.**

**Update your '96 NESRA Buyer's Guide and  
 Services Directory by noting the following  
 additions/corrections:**

- Entertainment Publications (family) new contact: Alan Bittker
- Executive Color Studios (Specialty) new address: 10900 E. Hwy WW, Columbia, MO 65201, (800) 733-1041, FAX (573) 874-4964, contact: Linda Ordway
- Grand Resort Hotel & Convention Center (TN-hotels) new contact: Bruce Whitehead, new area code (423); FAX (423) 428-1500
- Quality Inn Kings Island Conference Center (OH-hotels) name change: Holiday Inn Express—Kings Island, new contact: Tracey Paugh
- Walt Disney's Magic Kingdom Club (family) new numbers: (714) 781-1550, FAX (714) 781-1550



(Continued from page 40)

for the money and the baskets are no trouble to put together. Third prize has been all kinds of things like, Chocolate Easter Bunnies, stuffed toys and Piggy Banks. Many Easter egg hunts award prizes to the children who find the most eggs. We organize our hunt differently.

### The Hunt

Prizes are awarded more by luck than skill. While we are filling the plastic eggs with candy, we set aside 12 to be the prize eggs. These eggs contain a slip of paper saying which prize the child has won, (Congratulations you won first prize!). We put some candy in these eggs, so they have weight and will rattle. The prize eggs blend in with the other eggs so no one will know if they have won a prize until the end. It doesn't take long for the kids to figure out which are the prize eggs.

The children are divided into three age groups, 1-3 years, 4-6 years and 7-10 years old. We voted to put a 10-year old age limit on the hunt because every year we had one or two that were much bigger and older that participated. We felt they had an unfair advantage. The park is divided into three areas, one for each age group. Children this young usually do not have the patience to wait for one group at a time to hunt and they get restless. This way is fast and furious but it seems to work best. We mark off the different areas with balloons, signs, or natural barriers. Each age group hunts simultaneously in their designated area. The volunteers police the perimeters to keep the kids with their age groups and the youngest group will be helped by a parent.

After it is known how many children are in each group, we tell the kids and their parents how many eggs each child can collect. Just divide the number of children per age group into how many eggs hidden in their perspective area. Parents are very understanding of this idea, because even the shy children get their share of the fun. Occasionally a child will end

up with more than one prize egg. When this happens, we let them choose which prize they want and give their other prize away to another child, that has not won anything.

### The Easter Bunny

The person who plays the Easter Bunny is an important ingredient for a successful Easter egg hunt. Someone in our group volunteers to be the bunny. Last year it was my turn and I really enjoyed it. The costume can be rented at a Fun Shop or Costume Shop for a small fee. These businesses will be listed in your local telephone directory. The person who will be the bunny rents a suit that fits and returns it to the store after the egg hunt. The Bunny's job during the hunt is just to mingle with the children and pose for pictures. It is good for the bunny to have a basket of small trinkets, such as whistles or rings to hand out while waiting for the hunt to start. Some of the children will be terribly afraid of a large rabbit and some will squeeze the stuffing out of the Easter Bunny. In either case use your best judgment and do not be too aggressive if a child is afraid.

### Advertisement

There is no such thing as too much advertisement of an event. If your organization has a newsletter, see if they will run an advertisement for you. Encourage the company relations group to come to the event and take pictures for future articles. Post flyers around your work locations. Leave no bulletin board untouched. Encourage parents to bring cameras from home to take pictures of their children with the Easter Bunny. The advertisements should include a contact person's name and number to register the children before the event. This way, you will have a better idea of how many will be attending. The children/grandchildren/stepchildren of our members attend free, but we charge nonmembers one dollar per child. There should be a manned sign-in table at the Easter egg hunt to collect

the money, make sure all the kids are signed up and receive a name tag.


### Refreshments

The best refreshments are the small juice boxes, bought at a wholesale store and cookies from the bakery. It doesn't hurt to make a large container of lemonade to supplement the supply of juices. There may be more children than expected and parents get thirsty too.

### Time Involved

The hunt itself usually lasts about two hours. The quicker the kids can be signed up and the egg hunt started the better. When the cookies are eaten and the prizes given out, most of the children and their parents are ready to go home. Preparation time for the hunt depends on the number of volunteers. Arrive at the park one to two hours before the hunt is due to start. Get the eggs hidden as soon as possible in case there are some early arrivals. It usually takes another hour at the end of the hunt to clean up. Clean up tends to go a lot quicker than set up.

### Conclusion

The Employees Association has learned, over the years that no matter how well the event is planned, there will always be something that happens unexpectedly. Make the best of it and learn new ways that can improve the Easter egg hunt for the next year. The most important points to remember are, have fun and keep things simple. 

*Diane Bell has served as president of the Employee Association, Chapter 2 for the past three years. She is a senior performance technician with Houston Lighting and Power Company in Houston, TX. Bell can be reached at (713) 945-7177.*

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## Planning The Popular Hunt

by Diane K. Bell

▼  
**Quickly read  
this article to  
see if you're  
all set for the  
upcoming  
event.**

**T**he weather is turning warmer and Spring

is just around the corner. Why not celebrate with a traditional Easter Egg Hunt? Our chapter of The Employee Association (T.E.A.) has sponsored an Easter Egg Hunt for the past 10 years. This is one event that everyone eagerly anticipates. It gives families a good Saturday afternoon outing to chase away the winter blahs. This is an event that can come together with a little teamwork and not much money.

### Planning

Give yourself at least three months. First schedule the park for the desired date. Be sure to have a second choice date for a rain-out day. This event is dependent on the weather for success. Securing the location is the task that requires an early start, if a public park will be used. Preparation work can easily be divided among the volunteers. Our group has about 10 people that divide the duties of planning and executing the hunt. We usually have one meeting for preparation and the following month's meeting for ironing out details and putting the eggs together.

### Location

We use public parks and pay a fee for park rental and a "clean-up" deposit that will be returned if the area is cleaned afterward by the group. It is a good idea to find a location that has a covered pavilion with benches or picnic tables. If you are not familiar with local parks, someone may have to go look over some perspective locations. Find an area that can be secluded from the general public and has restrooms nearby. Most cities have a Park and



Recreational Office listing in the phone book or the Chamber of Commerce will direct the inquiry to the right people.

### Eggs and Supplies

We have found the plastic eggs that can be stuffed with candy, coins and small toys work best. The boiled eggs are time consuming to dye and refrigerate, then there is the issue of possible food poisoning. Most of the children would rather have the plastic eggs. Some of the best stuffing for the eggs: candy, especially hard candy that is individually wrapped, small stickers, pencil erasers and coins. Rolls of quarters and dimes can be bought from any bank. While making the purchases, keep in mind how small the eggs are so the choices will fit and the egg will close. Purchase enough eggs so that each child can have about four or five eggs. Last year we bought 24 dozen eggs. Our event usually has between 60-80 children attending. You can buy the necessary supplies at a local discount store or through catalog shopping.

### Prizes

This part of the egg hunt can be as small or extravagant as the budget will allow. We have four prizes for each of our three age groups. The Grand prize is a gift certificate to a toy store. First prize is a large stuffed animal. For second prize, I enjoy making Easter baskets and filling them with puzzles, pencils and small toys that are appropriate for the different age groups. This works better than buying the "prepackaged" Easter baskets. You get more

(Continued on page 38)

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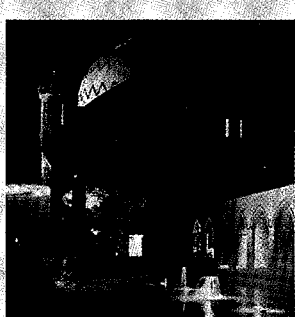
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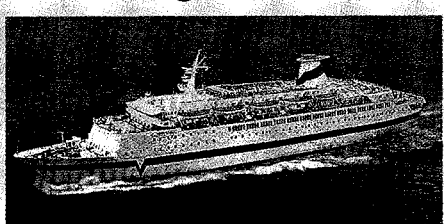
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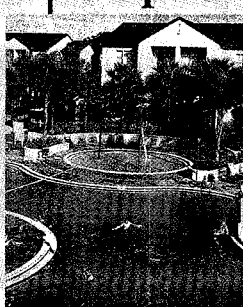


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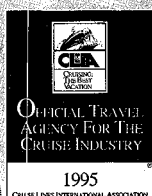


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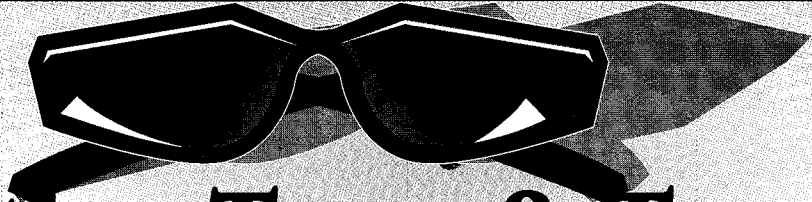


# EMPLOYEE SERVICES MANAGEMENT

Published by the National Employee Services and Recreation Association April 1996

## *Employee Services' Role in Recruiting & Retaining Employees*





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~ 1 ~

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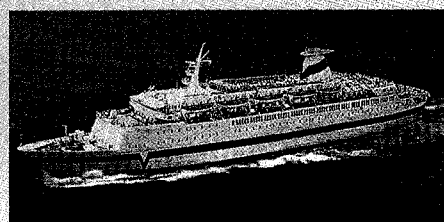


Freeport, Grand Bahama Island including breakfast and lunch.

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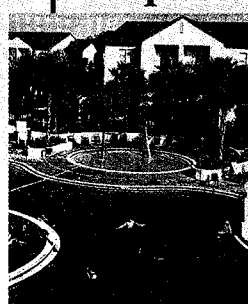
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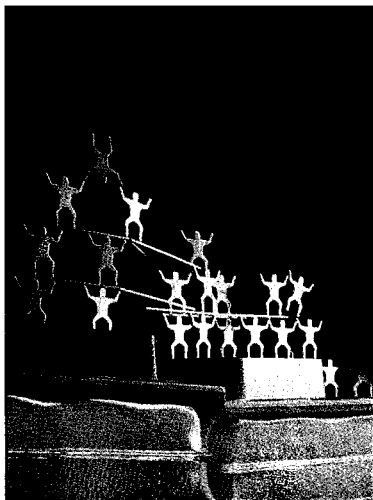


1995

# EMPLOYEE SERVICES MANAGEMENT



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## Departments

- 4 News in Brief**  
Think Before You  
E-mail . . . Great  
Expectations for  
Americans . . . Com-  
munity Involvement  
Pays Off . . . Domestic  
Partner Benefits . . .  
What Hath Layoffs  
Wrought? . . . Hottest  
Jobs: High Technology
- 36 Health Promotion**  
Choosing the Right  
Equipment for Your  
Fitness Center  
*By Dr. Tom Deters*
- 41 Employee Store**  
Selling Office Supplies  
Conveniently &  
Efficiently  
*By Paul Cormier, ACS*
- 44 Buyer's Guide  
Update**
- 52 Hands On**  
Committee Senses  
Need for Change and  
Takes Action  
*By Deana A. Kendall*

## Features

- 6 How to Use the News Media to Your Advantage**  
A veteran reporter tells you how to get ink.  
*By Al Rothstein*
- 9 Employee Services' Role in Recruiting and  
Retaining Employees**  
Market your program as the recruiting and retaining tool it is.  
Focusing on work and family programs, employee volunteerism  
and enhancing corporate culture can make a remarkable  
difference in the value of your program.  
*By Roger Lancaster*
- 15 Workforce Literacy Adds to the Company's  
Bottom Line**  
Discover how Coors implemented its own literacy program and  
how it can help you do the same.  
*By Celia Sheneman*
- 21 Expectations of the '90s Intern**  
This timely article provides clear information on how to  
structure an internship program that can benefit you, your  
company and the student.  
*By Brad Wesner, Ph.D.*
- 27 NESRA Proudly Presents Its 1996 Employer of  
the Year Eric B. Munson,  
CEO of UNC Hospitals**  
Discover his management philosophy and how it supports  
employee services.
- 33 Striving for An Untarnished Image**  
The question of ethics is in the news constantly. Take a look at  
how individuals can maintain their high standards.  
*By Joe Bannon, Ph.D.*
- 39 Ad Index**

Turn to page 32 to order NESRA Foundation's latest book

## Employee Services:

A Strategic Component of Business

by NESRA Past President Robert Pindroh, CESRA



# Money is Only Part of the Picture

by Cynthia M. Helson  
NESRA Director of Communications



I bet you have your own story of how an employee came into your office and said, "I just wanted you to know that I turned down a job elsewhere because the organization didn't have a fitness center like we do." Or maybe your story goes something like this, "An employee came into my office all upset and ready to quit and then she said, 'but where else can I get such good seats for the football game.'"

These are just a couple of examples I have personally heard. Time and time again, employees say that your programs give them a reason for coming to work. This is the focus of the cover story, "Employee Services' Role in Recruiting and Retaining Employees" on page 9.

The chance to develop new skills also keeps employees interested in their jobs. "Workforce Literacy Adds to the Company's Bottom Line" on page 15 gives you tips on how to develop a literacy program.

One of the best ways to recruit a new employee and in your case, to introduce a student to employee services is to develop an internship program. "Expectations of the '90s Intern" on page 21 is an excellent article you'll want to use to create an internship that will be rewarding to you and the student.

An employer knows they've made a positive impact on employees when they've been nominated for NESRA's Employer of the Year Award and Chris Wilsman, CESRA, among others, felt his CEO deserved the honor. NESRA presents Eric B. Munson, CEO of UNC Hospitals as this year's Employer of the Year. Read his interview on page 27.

Also, turn to page 32 to order NESRA's Education and Research Foundation's latest book, *Employee Services: A Strategic Component of Business*. This book puts employee services in the mainstream.

*If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (708) 368-1280.*

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# NEWS

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## IN BRIEF

### Think Before You E-mail



**B**efore you send your next e-mail message, think about what you put in it. According to *USA Today*, computer detectives can shift through your computer files and use incriminating evidence against you. Many

times employees will e-mail a message that is filled with slang or innuendo.

Lawyers have been requesting computer data for use in courts for more than 20 years. But as the use of PCs has increased and the number of Americans using e-mail has risen to an estimated 35 million, computers have become used as evidence.

Computers are built to save information and computer detectives can unearth even deleted files. Employees need to realize everything on their computers is not private and can be used in an investigation.

Over half the respondents look forward to traveling upon retirement while 46 percent want more time and freedom from obligations. Women of all ages (61 percent) and men and women in their 30s (58 percent) look forward to travel most. More men than women (26 versus 14 percent) look forward to hobbies, while twice the number of women want to spend time with their families (14 versus 7 percent).

When asked what they feared most upon retirement, 38 percent mentioned financial security as their number one concern, while health ranked second at 29 percent. Those in their 30s expressed the most concern over finances. Respondents are also concerned about responsibilities to their parents: 84 percent still have a parent or parent-in-law living, and a third of those respondents currently provide or anticipate providing financial support to them in the future.

Over the next five years, approximately two-thirds of respondents will be actively saving for at least one major expense. The survey indicates that those in their 30s are concerned most about home finances; those in their 40s with children's

education; those in their 50s with weddings and home improvements. By far, the most common expense those under 50 are saving for is their children's education (both private K-12 and college educations).

### ▼ Community Involvement Pays Off

**I**f employees can show they'll pick up new skills and enhance the company's image, employers are encouraging community involvement, says *The Wall Street Journal*.

Many of these community-minded employees want to add a socially responsible component to their lives without giving up their corporate posts. Sometimes the volunteering does lead to answering some phone calls at the office and leaving work early on occasion, but many companies are supportive.

If you want to get involved but aren't sure how to get started: start by reviewing your personal interests and then match them to a project your company would likely embrace.

You can concentrate your efforts on one big

### ▼ Great Expectations for Americans

**A**re Americans doing all they can to make their dreams come true? Fifty percent of Americans look forward to traveling as their number one goal in retirement, according to the Fifth Annual Phoenix Home Life Fiscal Fitness<sup>SM</sup>

Survey. Additionally, 75 percent believe they will maintain or improve their standard of living during this period. Yet, over half of those surveyed have fears about outliving their retirement money.

The survey, conducted by Yankelovich Partners, polled 1,001 heads of household between the ages of 30 and 59 with an income of at least \$40,000.

project or a series of smaller-community service activities. Ask your immediate supervisor for permission first by outlining the project and stressing that activities will take place after work and on weekends.

### ▼ **Domestic Partner Benefits**

Fewer than 150 employers in the U.S. currently offer benefits to domestic partners, reports *Review*. Less than three percent of employees elect domestic partner coverage when it is offered.

A report by Hewitt Associates states that 67 percent of the couples electing the coverage are opposite-sex couples and 33 percent are same-sex couples. Partners are often covered by their own employers' programs. The potential increased risk of AIDS claims among same-sex domestic partners has not materialized.

### ▼ **How Safe Are Hotels?**

The hotel industry is getting the message that safety for its guests counts, reports *Crain's Chicago Business*. Many hotels are installing electronic locks on room doors, demanding identification on elevators at night and staffing parking lots with guards. Some meeting planners even question hotels on safety policies before asking about conference room amenities or banquet hall prices.

One hotel chain even plays a three-minute safety video on in-room television sets for guests to watch. Almost 10,000 rooms in the company's hotels—10 percent of the domestic chain—now have guest safes for valuables. And every room has a phone with a red emergency button connected directly to security.

One company has two hotels with futuristic hard-wired systems that allow a central computer to monitor each guest room door as it is unlocked, double-locked or left open. The future could bring hotels using "biometrics" to open doors: guests' fingerprints, hand geometry or even retinas will be recorded at check-in time and scanned to open room doors.

Another hotel has designed a single general entrance at the front desk; all other doors can be opened only with electronic key cards. Staff will escort guests to the parking lot and back at night. Pizza delivery is allowed only at the front desk.

### ▼ **What Hath Layoffs Wrought?**


Layoffs may be doing permanent damage to the workplace because of the fears and upheaval they cause. More than 2.8 million individuals have been laid off in the 1990s. The reasons given for the job cuts have less to do with business downturns and more to do with increasing

profits and productivity says Challenger, Gray & Christmas, Inc.

Layoffs have become a permanent fixture in corporate strategy but they have a dire impact on employees and the workplace. One consequence of constant layoffs is that we are becoming a "nation of isolates" in which we are apprehensive about venturing outside of the lives in which we have become so comfortable, even after we lose a job. Some job seekers are more willing to go without work than they are to move for a job that may be waiting for

them in a new town.

A recent survey of discharged managers and executives by Challenger, Gray & Christmas, Inc., revealed that laid-off employees are less apt to move for a new job than at any time in the past 10 years. The trend is further documented by new Census Bureau data showing fewer Americans moving than at any time since 1950.

This trend of dramatically declining relocation comes at a time when permanent corporate change almost necessitates that individuals be willing to relocate. 

## **Hottest Jobs: High Technology**

The hottest jobs of the future: general manager of Internet-related companies and CEO of technology-related startups, reports *The Chicago Tribune*. Demand for people to fill these jobs grew by 320 percent in 1995 and will continue to grow for at least five years.

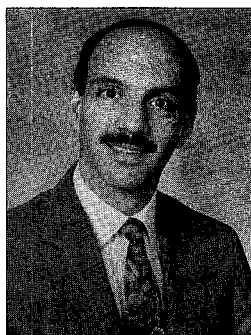
The number of business sites on the multimedia World Wide Web increased from about 1,700 in 1994 to 20,000 in 1995 while commercial Internet addresses climbed from about 23,000 to 170,000. Potential U.S. customers on the Internet and Web grew to about 24 million households in 1995.

Another hot area consists of customer-focused CEOs who work outside the office, empower employees, create almost impossible goals and then will the organization to meet them.

Other hot jobs were: people responsible for designing a home page on the WEB, chief technology officer, senior private banking executive, vice president of managed care and managed-care development and mergers and acquisitions executive.

# How to Use the News Media to Your Advantage

by Al Rothstein



▼  
**Get the  
public  
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scoop from a  
former  
reporter.**

**U**ndoubtedly, you are in your position partly because of your ability to build a consensus. You are sold on your association's ability to perform and because you are, others are as well.

So, if I told you that many managers pass on the most cost-effective way of building consensus and that they were doing it out of fear, you'd probably laugh.

Just the thought of a news reporter at your door may make you shudder. Yet, news coverage is one of the cheapest (it's free) and quickest ways to reach thousands, or even millions.

Many are afraid of the news media for good reason. They probably feel that they will either be misquoted or misunderstood. (Misquoting is a big fear among the people I train.)

But you didn't become successful by placing blame. The question is, what can you do to make it better, to improve your ability to communicate through the news media and to take advantage of media encounters? Yes, there will be a next time, whether it's by choice or not. You will need to know how to handle the media onslaught if your industry experiences negative publicity (Tylenol, Exxon), or you will need to know how to promote an important issue that your industry or association's survival may depend upon. Remember how the United Dairy Industry Association, the National Dairy Promotion and Research Board and the National Milk Producers Federation banded together to take a proactive stance to counter allegations that cows' milk posed a health risk? Their public relations effort was so successful that the American Medical Association later joined their side. The key is to realize that the news media, when approached correctly, can be

used to your advantage. To develop that ability, however, requires the right attitude.

## **Attitude Adjustment**

As a former news reporter (20 years) and nonprofit executive director, I know that when you deal with reporters, attitude is everything.

I found in my spokesperson training seminars that before I improve a person's interview and media relations skills, I must first change his/her attitudes about reporters. Here are some vital tips you should keep handy:

- 1.** No matter how you feel about the media, reporters won't go away.
- 2.** A reporter's job is not and never will be to please you. It is simply to gather information they believe is in the public's interest. You can take advantage of this.
- 3.** Your job is to build credibility with the news media representatives.
- 4.** There is absolutely no reason for a news reporter to have control over an interview with you. You must know how to control an interview situation.
- 5.** Just about every media inquiry is an opportunity for you, if you know how to take advantage of it.

Once your attitude has the proper modification, you must then know what the media wants. That will tell you a lot about how to present yourself.

## **Be Human**

In my experience as a nonprofit executive director, I was able to empower the media to help us. I accomplished this by showing our human side—that our organization was in business to help real people. I was able to shed our image as a bureaucracy.

Chances are, if you do not have a good

rapport with reporters, your association may not be perceived as human. In the reporter's eyes, you may represent a bureaucracy or big business (even if your association isn't that big). It's your job to show that the opposite is true. You will get a more positive response from the news media if you show yourself as a human being who serves other human beings. Try these tips to help paint your association as human:

1. Involve your audience in your answers. Use phrases like "People who are watching this...", "Your family, friends or neighbors...", "Our association's employees are parents, they understand..."
2. Instead of "telling" the reporter your answer, paint a picture by using real-life examples. But make it short. Remember that the reporter wants an answer of only 10-15 seconds.
3. More and more associations are featuring employees in their annual reports and other publications. It's a wise move.
4. Always show concern for the reporter's questions. When you do that, you show concern for the public.
5. Remember that you're not really talking to the reporter. You're talking to the public.
6. Stay away from association jargon. Use everyday language.
7. Let the reporter know before the camera is on the purpose of your association.

When you give the reporter what he or she wants and you help yourself, it will help you get called by the same reporter the next time. Before you know it, you are a credible source that the reporter can call time after time.

### Developing a Relationship

Remember that one of our tips is to build a business relationship with the reporter. As a former reporter for 20 years, I can't tell you how frustrating it was when the head of an association slammed the door to the news media if he or she suspected a negative slant, yet expected us to always be there for a ribbon cutting, promotion, or other positive slant. To develop credibility with the news media remember:

1. Respect the reporter's deadline. Return calls within 15 minutes if possible.
2. Do the interview yourself or refer it to an expert within your association. It's vital for you and key association members to be properly trained on TV, radio and

print interview techniques. A mistake can make or break your image.

3. If you cannot grant an interview, explain why.
4. Just as in a business relationship, look at the long-haul in building a rapport with a reporter. Short-term use of the media can haunt you in the long run. Credibility takes time.

I'm certain that you will find the time you take to develop a long-term relationship is well worth every second you invest.

### The Benefits

Your goal is to be thought of by the news media as a reliable, credible source of information. This can be beneficial in several ways.

1. You may become a spokesperson for your industry as well as your association.
2. Your association's good name will be enhanced.
3. You won't lie awake at night wondering why your competitors always get good public relations.

In business, both parties should benefit. The same goes in your dealings with a news reporter. Knowing how to help the reporter while you help yourself is a big step in helping both sides win.

*Al Rothstein is the president of Al Rothstein Media Services, Inc., Jacksonville, FL, a firm specializing in media/spokesperson training, speech training, communicating in a crisis and public relations policy consulting. For information on spokesperson training seminars, crisis preparation or public relations consulting, call (800) 453-6352, (904) 262-2606, e-mail to arothste@ix.netcom.com or fax (904) 260-8732.*

▼  
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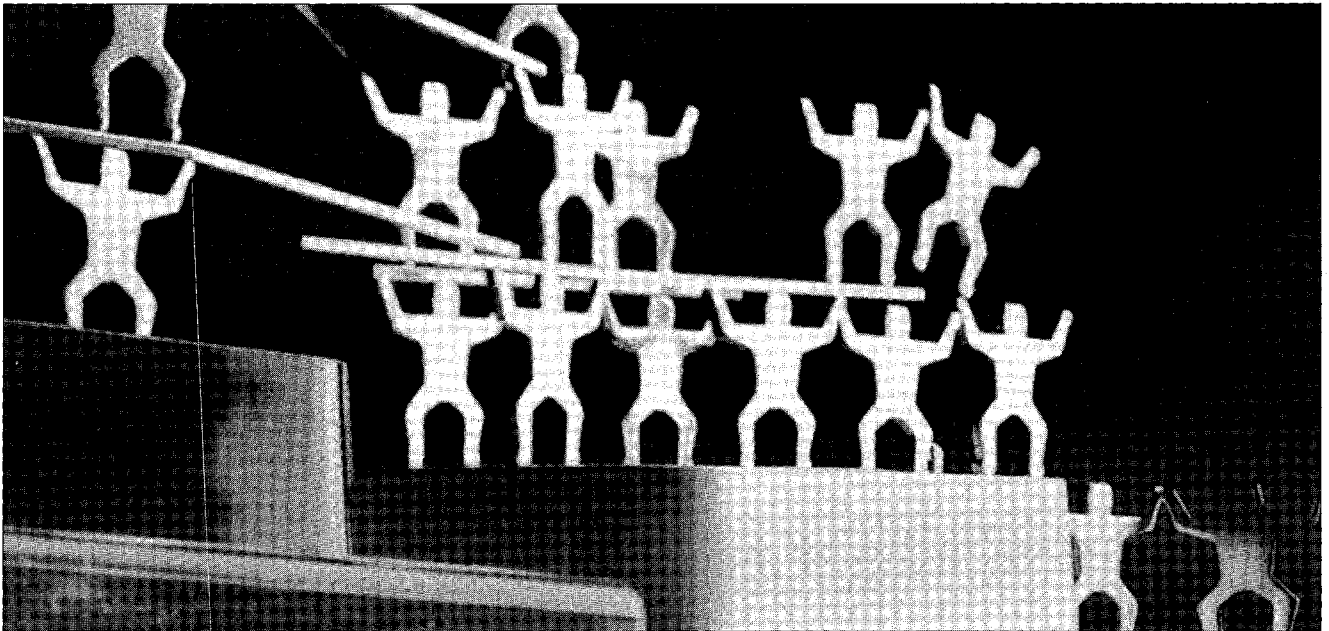
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# Employee Services' Role in *Recruiting and Retaining Employees*

by Roger A. Lancaster



**T**he past decade has seen enormous changes in the American workplace. What are these changes? Perhaps the following list of descriptors will best illustrate what they are:

*Downsizing; rightsizing; re-engineering; re-invention; increased productivity; decreased overhead; increased profits; do more with less; the "temp" or "ad hoc" worker; the "at home" worker (telecommuter); loyalty to the profession, not the company; increased diversity; team building; corporate culture; information superhighway; global competitiveness*

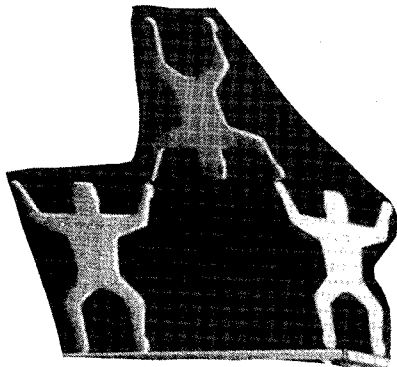
Most of us have probably heard these terms used in our own organizations. Corporate America and government agencies have seen more changes in the way it does business than perhaps at any other time in history. It is within this context that we in employee

services are living; and within this context we have a critical role in helping our organizations (companies) recruit and retain employees.

To fully understand where we are, let's look at the effect these changes are having in the workplace. Three words that seem to be on the minds of many CEOs in America are downsizing, rightsizing and re-engineering.

Basically, all mean the same, an attempt (and I emphasize that word) to reduce overhead and other costs, primarily through reduction of the workforce; increase profits; and remain competitive in a global environment. In principal, there is nothing wrong with this. All managers are constantly looking for ways to decrease costs, increase profits and become more competitive. It's good business sense, good management. Yet, what has happened?

Two major studies completed recently



document less than positive results. The study, "HR Executive Review: Downsizing," published by The Conference Board and the "1995 AMA Survey: Corporate Downsizing, Job Elimination and Job Creation," reported the following findings:

- Fewer than half (47 percent) of the companies who have downsized report increased profits in the year following a reduction and a slightly lesser number, (46 percent) report an increase in operating profits in the longer term.
- 64 percent of downsizing firms with more than 10,000 employees report lowered morale
- 80 percent of all companies who downsized report decreased morale
- Two-thirds of all companies reported either decreased productivity or had no change in productivity

What are some of the conclusions that can be drawn from these studies? First, it seems apparent that most downsizing has been poorly planned. According to Samuel Greengard's article, "Don't Rush Downsizing: Plan, Plan, Plan," *Personnel Journal*, November 1993, one NYNEX official reportedly said, "We were successful in getting raw numbers of people to leave, but...very unsuccessful in retaining some of the best minds...Ultimately, the company wound up backfilling 4,000 positions and spending millions of dollars getting back on track." In the same article, another top executive said, "Even the best-executed downsizing creates tremendous anxiety and loss of productivity. It's a complete disruption to the workforce. It turns the company upside down."

Yet in spite of such experiences, downsizing will probably continue. Obviously, the greatest effect of downsizing, rightsizing, re-engineering—whatever label is attached—may not be increased profits, may not be decreased costs (indeed it may increase them), but it will decrease the morale of the survivors. Those left standing amidst the empty desks of their friends have updated their resume and plan to leave the first chance they get. Indeed, the big question that corporate America has failed to answer is "how do we effectively deal with the survivors—the people still in our employ?"

An odd other side of the paradox is that the 1995 AMA Survey also reported an increase in the number of companies that are concurrently reducing jobs and creating jobs. With this type of activity, new doors are opened for employees to look elsewhere.

It is within this broad-brush picture of modern work-life, together with reasons why we work for a particular company (such as salary, benefits, challenge, level of responsibility, etc.), that employee services have a significant and strategic role in the modern corporation. What facets of work-life involve us? Here are two major ones:

- Dealing with "survivors" as it relates to morale, increased productivity, training, the relationship between work and family life, employee health, etc.
- Dealing with the potential employee as our company strives to become the "employer of choice" in a market not characterized as tight relative to total numbers in the labor pool, but a market that is "tight" in terms of pursuing the best and brightest.

In sum, we are dealing with the high quality of work-life that all of us desire.

What specifically is being done in this area? Let's take a look at some real life situations. In choosing these, I have considered three areas that should be within the domain of

corporate employee services.

- Work and family issues
- The use of voluntary activity
- Enhancing the "corporate culture," or as one company has labeled it, the "soul" of the company.

I might add that one of the interesting things about some of these real life situations is that nowhere do they refer to employee services as part of their organizational structure and many of them are not listed as being members of NESRA. I also suspect that many other companies, who have been described as some of the best companies in America to work for (that is, they are the "employers of choice") do many of the things that we in employee services do in our jobs. However, these "things" are so ingrained in the way they do business, the way they treat their employees, so much a part of their "corporate culture" that they don't even see it as a separate function, as the responsibility of a separate corporate unit. It is, quite simply, part of everything they do! This validates the value of employee services and identifies the direction employee services must take—it must become an integral part of the company's culture.

## Work/Family Issues

One of the elements seen in corporate America today is that assisting employees to balance their work and family life is becoming more and more critical to the success of the company. The concept of the "family friendly" company is being increasingly recognized as an important tool in the recruitment and retention of workers. Indeed, the recently enacted Family Leave Act is an indication of the importance attached to this concept by the federal government.

Involvement in this area is a natural "hook" for employee services. We have been involved in "family" type programs for years—the company picnic, for example, has always been a family affair. Today, however, we

must move beyond the traditional.

One company that has been a leader in moving beyond the traditional as it relates to work/family issues is Stride Rite—the shoe company. It has locations in Missouri and Massachusetts, has 3,500 employees and in 1991 was named one of the five most socially responsible companies in the country.

According to “Family Issues are a Priority at Stride Rite,” by Jennifer Laabs in the July 1993 issue of *Personnel Journal*, a key to the success of the company has been its corporate commitment to building a better quality of life for employees and the communities of which it is a part. This commitment has been in place for over 25 years and was initially demonstrated in the development of the nation’s first (in 1971) on-site day care center for employees’ children .

The capstone of its commitment today is its Intergenerational Center—a day care center for children and elder dependents of employees. In communities where it has operations, but no such center, Stride Rite provides a child/elder care resource and referral center. Interestingly, the whole program is headed by a Director of Work and Family Programs, not a Director of Employee Services.

Why do they do it? Perhaps the following quotes from the above mentioned article exemplify their commitment and rationale:

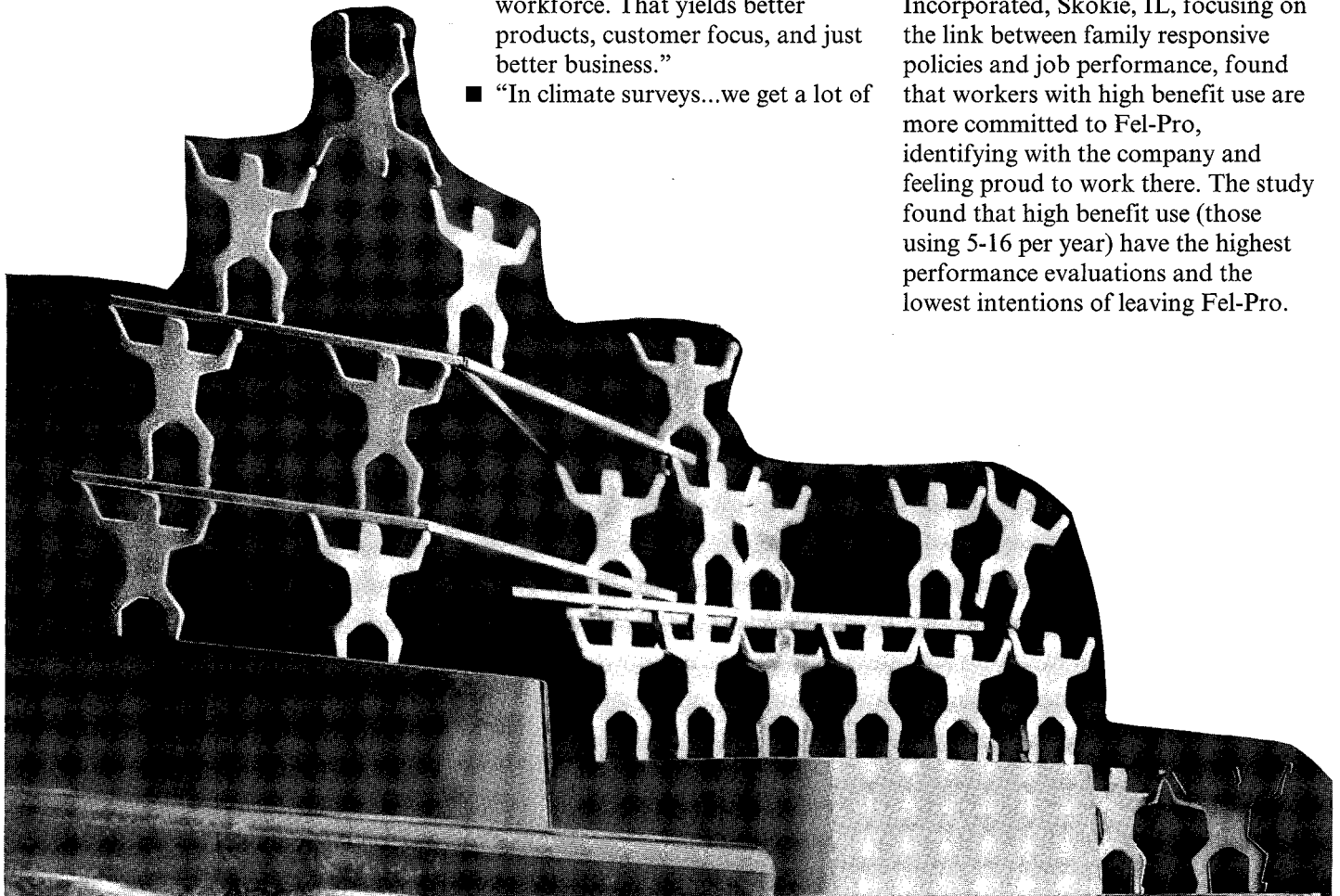
- “The company seeks to create a workplace that’s more than just a place to get a paycheck...should be a place where people can achieve their aspirations.”
- “Where there’s congruence around how people feel about working, you’re going to have a more effective and more efficient workforce. That yields better products, customer focus, and just better business.”
- “In climate surveys...we get a lot of

positive reinforcement about our approach to quality of life at Stride Rite. It’s something that there’s a huge expectation level around. It’s why some people work here.”

For more than 20 years, Stride Rite has been the employer of choice in New England. It creates an environment that people want to work in. What it ends up doing, almost in a magnetic sense, is attracting people who share the company’s values. As a result (of the program) the company can really recruit from a more-qualified pool of people. The program has resulted in lower absenteeism because they can focus more on their work.

In sum, Stride Rite believes strongly that investing in the program is an investment in a high quality, very loyal workforce—and that affects the bottom line.

In a recent University of Chicago study of NESRA member Fel-Pro Incorporated, Skokie, IL, focusing on the link between family responsive policies and job performance, found that workers with high benefit use are more committed to Fel-Pro, identifying with the company and feeling proud to work there. The study found that high benefit use (those using 5-16 per year) have the highest performance evaluations and the lowest intentions of leaving Fel-Pro.



Additionally, few of these workers have received disciplinary actions. The report states that this held up no matter how long workers have been at Fel-Pro, how much they earned, etc.

Another study, "Work and Family Policies: A Win-Win Formula for Business and Society" by Robert McGregor states that 71 percent of Johnson and Johnson employees who use family supportive programs cited those programs as a key factor in their decisions to stay with the company.

## Use of Volunteer Activities

All of us in employee services utilize volunteers in numerous ways and provide many opportunities for employees to pursue voluntary activity. Serving on Boards, organizing sports events, participating in philanthropic activity are just a few

of these opportunities. But the key here is how we perceive the value of such activities to our company. The following are some unique perceptions by a variety of different companies as it relates to voluntary activity.

- Helene Curtis: Employees of this large cosmetic company organized a bike-a-thon to raise money for cancer research. In the process, they developed a training manual for future volunteers from the company on how to organize such an event.
- Bank of New York (DE): Sponsors the Fall Special Olympic Games for its area. Nearly 350 employees are totally responsible for planning and implementing the games.
- Nationwide Insurance: Coordinates an Adopt a School program in which departments

adopt a particular class. They provide treats and plan activities such as the 5th grade career day where children apply for a job, interview for it, accept a job and work at it for a few hours.

- U.S. Department of Agriculture: Replaced their annual Departmental Christmas party with a "Season for Sharing" banquet for homeless families in the Departmental headquarters cafeteria. The entire event was planned, organized and carried out by volunteer employees from the Department.

Each of the companies mentioned could very easily have done these activities for purely altruistic reasons, or for the usual top-notch publicity such events receive. However, below the surface are some rather unique values attached to the experiences by the corporation.

Bank of New York (DE) gets involved with the Special Olympics because doing so develops teamwork and leadership according to Julie Tiernan, human resources, communications manager. "We also do this for business reasons. It allows us to consciously tell our employees and potential employees that we understand the value of a balanced lifestyle. We highly promote self development and this event reinforces that message."

Helene Curtis found that the training manual produced for their fund-raising effort was put together by lower level employees who otherwise wouldn't have the opportunity to gain such administrative experience. As a result, the company sees volunteerism as so important to employee development that a committee is working to identify competencies that can be developed from volunteer experiences. The goal is to have volunteer activities serve as alternative ways for employees to gain new skills.

All of the companies found that it is easier to retain employees when they feel good about the company they work for, and it's easier to recruit employees when they realize a



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company is concerned about more than its bottom line. The Conference Board study on Corporate Volunteer Programs by Cathleen Wild reports one company believes that volunteerism can help companies create an "ethos of service," a behavior that can be brought back to the company and modeled.

This study found that companies surveyed were unanimous in believing that volunteer programs assist individual employees to acquire new attitudes about work and society, including the following:

- Increased understanding of coworkers and respect for diversity
- More innovative approaches in responding to difficulties
- Enhancement of calculated risk taking
- Heightened appreciation for benefits provided by employers
- Development of pride and responsibility
- Communication skills
- Organizational and time management skills
- People skills—caring, listening, negotiating
- Ability to plan short- and long-term objectives
- Budgeting and allocation skills
- Survival skills—stress management, priority setting

In sum, volunteer programs and activities:

- Help companies attract and retain good employees
- Help develop characteristics such as creativity, trust, teamwork and perseverance
- Build skills and attitudes that foster commitment, company loyalty, job satisfaction
- Develop many valuable contacts with government and business leaders

Finally, a 1992 study conducted by IBM and the Columbia University School of Business found a clear link between volunteerism and return on

assets, investment and employee productivity. Companies with high community involvement scored high in profitability and three times higher in employee morale.

the organization's inability to attract high quality workers or retain those employees whom the organization considers to be valuable. It is my belief that it will be those corporations who



**The third area I want to review is . . .**

**enhancing the corporate culture. I selected**

**this area because if we take a look at any of**

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**workplace, etc., such as telecommuting,**

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**concept of promoting and maintaining the**

**corporate culture becomes increasingly**

**important.**

### **Enhancing the Corporate Culture**

The third area I want to review is one that deals with enhancing the corporate culture. I selected this area because if we take a look at any of the trends dealing with employees, the workplace, etc., such as telecommuting, increased diversity, and so on, the whole concept of promoting and maintaining the corporate culture becomes increasingly important. Employees who feel alienated from their workplace, either through cultural differences or simply being physically absent from their primary workplace (which to many workers has become their "neighborhood") may have a difficult time buying into the values, attitudes and goals that the company desires and believes to be important. Such difficulty will be manifested in

are able to instill in their employees these company-wide values, the "corporate culture" if you will, that will be most successful. It is also my belief that the employee services unit or organization within the company may very well represent one of the best means of transmitting this culture.

To describe the potential in this area, let's look at one of the most successful high tech companies, Lotus. (Again, like many companies today, they don't see what they do in terms of employee services. Rather, it is a part of everything that they do.) Lotus has its headquarters in Cambridge, MA, and has operations in 26 states and 60 locations worldwide. It was founded in 1982 and employs over 5,000 people. Its workforce is rather young (average age of 33), is split evenly between males and females. A quarter are minorities and the education level of



all employees range from extremely highly educated to those who are mentally challenged.

When he started the company, founder Mitch Kapor established a set of values that formed what he called the company's "soul"—the corporate culture. These values have been reviewed numerous times and this has led to the development of a set of operating principles that CEO, Jim Manzi refers to as the sometimes tangible, sometimes intangible efforts and energy that define the quality of work life and spirit at Lotus. These principles include such items as:

- Commitment to excellence
- Insist on integrity
- Treat people fairly; value diversity
- Respect, trust and encourage others
- Work as a team
- Have fun

What is missing from these principles is any mention of the word "profit" or "dividends." In essence, they stand for what the company believes in—the company's soul.

Specific programs have been established by Lotus that reflects its striving to improve its employers' quality of life, including:

- A day care center for employees' children
- Research and referral service for child care, elder care, adoption services, educational programs
- Summer camp for children
- Lunch and wellness series of educational topics determined by employee surveys
- Philanthropy program, where employees volunteer their time, with the company's blessing, with nonprofit organizations

Why does Lotus do it? To attract and retain the best and brightest, Lotus pays competitive salaries and bonuses. But, according to one Lotus executive, "People no longer strictly look at direct compensation when they are interviewing. They want to know what type of benefits the company has; what programs it has to make their work life easier."

And who is responsible for all of this, a company committee called,

interesting enough, the "Soul Committee," whose goal is "to go beyond being just a profit-centered organization and espouse certain values (so as to) be a great place to work."

### Thoughts Relative to Employee Services

The genesis for this article was a presentation made by the author at the 1995 NESRA Conference held in Philadelphia. In preparation, a survey was sent to 125 corporations throughout the country gleaned from the NESRA membership directory. The survey had eight questions pertaining to the role of ES&R in recruiting and retaining employees. A total of 21 responses were received. While I realize that our colleagues may be too busy to respond to surveys, I am almost tempted to believe that perhaps many of us don't see ourselves as having a role in this area and felt no need to respond.

This belief was augmented by some of the responses that were received. For example, only a half-dozen respondents played a role in the recruitment of new employees for the company and only a few played a part in new employee orientation. Nevertheless, some respondents obviously are perceived by their company as having a strategic and vital role. The following comments from Jim Malone at S.C. Johnson Wax illustrate this point:

"Our company is dedicated to strong family values and (the ES&R organization) provides the bonding agent. We are value added. S.C. Johnson Wax wants to be the employer of choice. They want people to want to work here and to continue to work here because of the environment. Employee services are treated as a valuable employee benefit like medical, dental, etc."

In terms of value to the company, Malone has said in another instance, "If we recruit one person in research and development that comes up with a

product like Edge™ shaving gel, then we paid for ourselves many times."

We have reached the point in corporate America where employee services can no longer exist on the rationale that it is fun and games. Dollars are too tight, resources are too scarce. If we are to survive, it becomes imperative that employee services be seen, as one respondent to the survey said as "showing value to the corporation." We have a role in recruiting and retaining employees, but we first must develop strategies that ensure that this takes place; that employee services is recognized as having value. The following are some strategies that must be employed if we are to be successful:

- Employee Services units must have a mission statement or vision
- This mission statement must reflect the relationship to the overall mission/vision of the company
- Employee services providers must preach this vision
- Employee services cannot simply be seen as fun, games and discount tickets. It won't survive.
- Employee services must show connectivity as it relates to work/family issues; morale; productivity; team building; skill development; employee health; reduced health costs; the corporate culture (soul). Programs/services must reflect this connectivity.
- Above all, it must show a definite, positive relationship to employee quality of life.

*Roger Lancaster currently serves as the general manager of the U.S. Department of Agriculture Employee Services & Recreation Association based at USDA headquarters in Washington, D.C. The Association provides a variety of services to 15,000 USDA employees in the Washington metropolitan area and an additional 100,000 employees nationwide. The Association received the NESRA Eastwood Award in 1993. He is the immediate past president of the NESRA of DC chapter and currently is the Northeast Regional Director for NESRA.*

# Workforce Literacy

*Adds to the Company's Bottom Line*

*by Celia Sheneman*

**Coors implemented its own workplace literacy program through a partnership with a community college. Coors can help you do the same.**

**I** imagine managing these scenarios, a lift operator is running heavy machinery and can't read a safety manual, or a supermarket clerk having to adapt to a new computerized checking system with no prior knowledge of computers. In America today, 40 million adults are functionally illiterate. Workforce

illiteracy is manifested in many ways such as a janitor who ruins an expensive piece of equipment by wiping it with a wet rag because he can't read a sign saying "Clean with a dry cloth only."

Educating both management and employees about illiteracy in the workforce and how to eliminate it is the link to companies' increased

productivity and our competitiveness as a nation. The Department of Labor reports that illiteracy costs the United States \$225 billion per year in lost productivity.

One example of the private sector working to increase productivity, profitability and competitiveness through literacy training is Coors Brewing Company. Based in

Golden, CO, and the third-largest brewer in the U.S., Coors created Coors Literacy Pays. This initiative, which was launched in 1995 in Washington, D.C., is designed to assist businesses of all sizes to recognize and address the problem of workforce illiteracy. "Businesses that provide basic skills programs for their employees will make a



▼

**This initiative also includes**

**the Coors/CWE Workplace**

**Skills Helpline (315) 423-**

**3421. A national resource**

**to assist businesses . . .**

**provide: technical**

**assistance with basic**

**skills program planning . . .**

significant and lasting difference in the workplace," said Peter Coors, vice chairman and CEO of Coors Brewing Company.

The program consists of four components: the "Coors Literacy Pays" guide; the Coors Literacy Hotline, (800) 626-4601; the Coors/CWE (Center For Workforce Education) Workplace Skills Helpline, (315) 423-3421; and partnerships with five national nonprofit literacy organizations.

The "Coors Literacy Pays" guide is a free business-targeted tool to help companies profit from enhanced workforce literacy. The 28-page guide

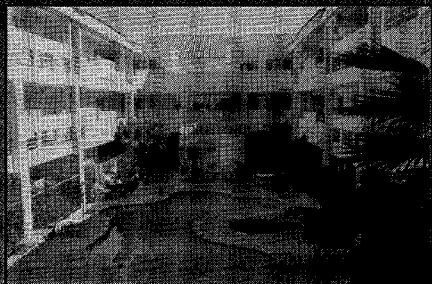
provides information and resources on how to develop a workforce literacy program. Businesses can refer to the guide to learn about effects of workforce illiteracy, the benefits of having a proficient workforce and the return on investment a literacy program provides. The guide also provides resources and steps to assist with the development of workforce literacy programs.

The Coors Literacy Hotline, (800) 626-4601, is a national service that provides callers with general information about adult literacy. The toll-free hotline also refers non-readers and volunteers to literacy programs in their area and distributes copies of the "Coors Literacy Pays" guide to the general public.

This initiative also includes the Coors/CWE Workplace Skills Helpline (315) 423-3421. A national resource to assist businesses, phone counselors provide: technical assistance with basic skills program planning and needs assessment, referrals to appropriate educational contacts and distributes copies of the "Coors Literacy Pays" guide free to businesses.

Major contributors to the success of this program are the brewer's five national literacy partners: Laubach Literacy International, The National Council of La Raza, Opportunities Industrialization Centers of America, SER-Jobs for Progress and Wider

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Opportunities for Women. Peter Waite, executive director of Laubach Literacy International, said, "We think Coors' decision to focus on workforce literacy and basic skills is absolutely on target. Given that today's jobs require more skills than ever before in U.S. history, it's clear that companies need to follow Coors' lead and invest in workforce literacy in order to stay competitive."

Coors implemented its own workplace literacy program in 1990 through a partnership with a local community college. Coors discovered that workplace literacy and basic skills training impact the bottom line. "To be a competitive and productive nation in the future, we must invest in our employees," Coors said. "We are on a collision course with the future if we do not provide workers with the literacy and basic skills they need to function effectively in today's business environment."

The center is a joint partnership between Coors organizational staff department and The Red Rocks Institute, the customized training division of Red Rocks Community College in Lakewood, CO. The collaboration produced the Coors/Red Rocks Learning Center, which currently services 180-220 employees annually.

The Coors/Red Rocks Learning Center provides free voluntary literacy and basic skills training to employees. Prior to opening the center, Coors was interested in upgrading the competency of its

workforce. "After having experienced increased safety problems, discipline issues and lower-than-desired productivity, the company realized that these problems were rooted in literacy and basic skill deficiencies," said Mike Aden, director of customized training for The Red Rocks Institute.

Since the doors opened five years ago, more than 1,000 Coors employees have utilized the center's programs. The center teaches literacy skills at the most basic level, brush-up literacy skills (ninth grade through college prep), computer skills, vocational skills and career management tools to determine vocational aptitude. Students who want to improve in a particular area of interest are encouraged to attend the fast-paced Skills Based Workshops. These workshops generally last 4-6 hours and highlight information on one topic, such as grammar or algebra.

### **Students Receive Needed Attention**

Every student who enters the confidential center receives an assessment exam to determine appropriate placement, as well as a personalized education plan. Many of the students receive one-on-one tutoring, which center staffers have found works best and yields a more concentrated learning environment for all students.

According to Judy Collum, manager of Coors/Red Rocks Learning Center, many of the students that use the center are there to upgrade their

### **Free Guide Available**

The "Coors Literacy Pays" guide is a business-targeted information piece addressing the economic issue of workforce literacy. It provides technical information, serves as a catalyst for action and gives businesses a starting point to assess and identify their needs regarding workforce literacy.

The guide contains:

- A quiz to help a business determine if workforce illiteracy is currently undermining its bottom line.
- Formulas to calculate costs, payoff and return on investment for workforce literacy programs.
- A list of resources to assist in development and implementation of a workforce literacy program.
- A ready-to-hang poster for display in employee cafeterias or break rooms. The poster features actor Danny Glover encouraging workers to improve their basic skills and provides the Coors Literacy Hotline toll-free telephone number for employees who wish to get help on their own.

To obtain a copy of the Coors Literacy Pays guide, call the Coors/CWE Workplace Skills Helpline at (315) 423-3421.

▼

**Every student who enters  
the confidential center  
receives an assessment  
exam to determine  
appropriate placement, as  
well as a personalized  
education plan.**



**For companies  
looking to start  
their own literacy  
program, both  
Aden and Collum  
suggest  
assessing  
company  
performance.**

skills so they may return to college. Employees also have the opportunity to earn certificates in various company-specific programs. Brewing science, purchasing and construction are all certified programs that can translate into college credit. Instructors at the center hold teaching certificates and have classroom experience, which helps to ensure that all students are receiving a quality education.

The center operates Monday through Thursday, 8 a.m. to 7 p.m. Students typically attend the center twice per week for an average of two hours and for a duration of 6-18 months. Employees are permitted to attend the center during business hours, which is negotiated on a case-by-case basis with the individual employee's supervisor. However, according to Aden, there is an incredible initiative by employees to attend classes on their own time.

### **Benefits To the Company**

In 1990, the first year of operation, the center cost Coors an average of \$500 per student. Over the years, Coors has been able to significantly reduce the costs of the program. "The cost of the center has diminished substantially since the startup year," said Aden. "The total operating cost for 1994 was \$60,000. This is almost \$30,000 less than it would cost the company to send these same employees to a local community college."

When recently boasting of the success of

partnerships with Regis University, Red Rocks Community College and the Coors/Red Rocks Learning Center, Jennifer Thomas, director of human resources at Coors Brewing Company, said, "Coors has experienced a \$2 million investment with a \$5 million return." The center's ROT (return on training), as Thomas calls it, for the brewery is measured in fewer missed workdays, increased promotability among new readers, fewer accidents, overall increased skills and more promotions from within, which saves the company in recruiting time. Astonishingly, 71 percent of the company's employees participating in this program have been promoted and more than 100 employees, after attending the center, received GEDs. "While it's difficult to pinpoint actual return on investment, Coors sees great return overall in terms of motivated and productive employees," said Thomas.


The benefits for companies developing their own workplace literacy program include increased productivity and increased attention to quality by the employees. "Employees have more self esteem, which enhances their performance and in turn increases productivity," said Collum. "An educated employee can give so much more to his or her company."

For companies looking to start their own literacy program, both Aden and Collum suggest assessing company performance. Key signs that may be symptoms

of basic skills deficiencies include poor performance, safety problems and low productivity.

### **Lessons Learned**

When creating a literacy program, Aden believes it is important to be sensitive to the needs of employees. He suggests visiting a successful program to find out what works and how to best reach employees who need help. Aden also says it is important to stress confidentiality and assure employees that their jobs are not in jeopardy by admitting they need help. When the brewery first developed Coors/Red Rocks Learning Center, they created a video and made frequent presentations to employees without the supervisor present to create awareness and an emotionally safe environment.

If you would like more information on how your company can develop its own workforce literacy program, call the Coors/CWE Workplace Skills Helpline (315) 423-3421 for a free copy of the "Coors Literacy Pays" guide. 

*Celia Sheneman is national program manager for Coors Brewing Company in Golden, Colorado.*



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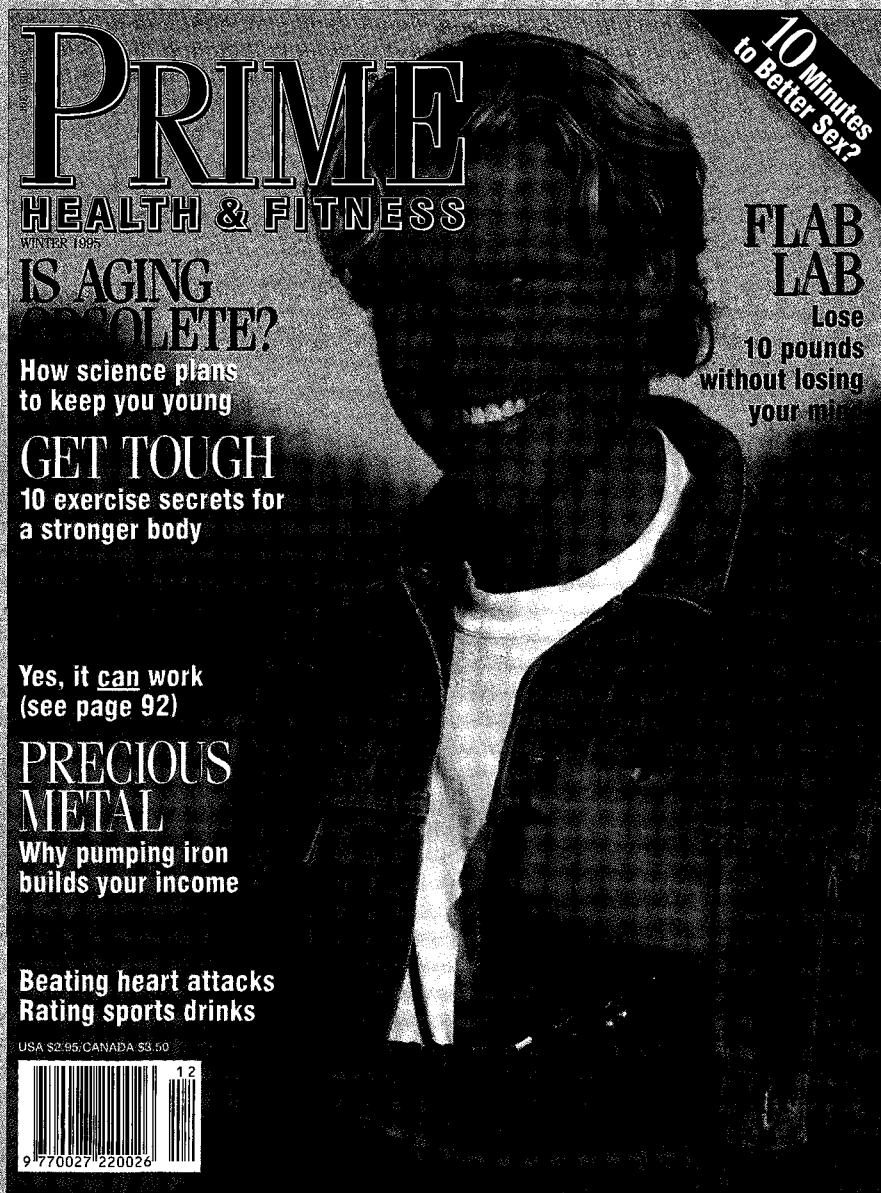
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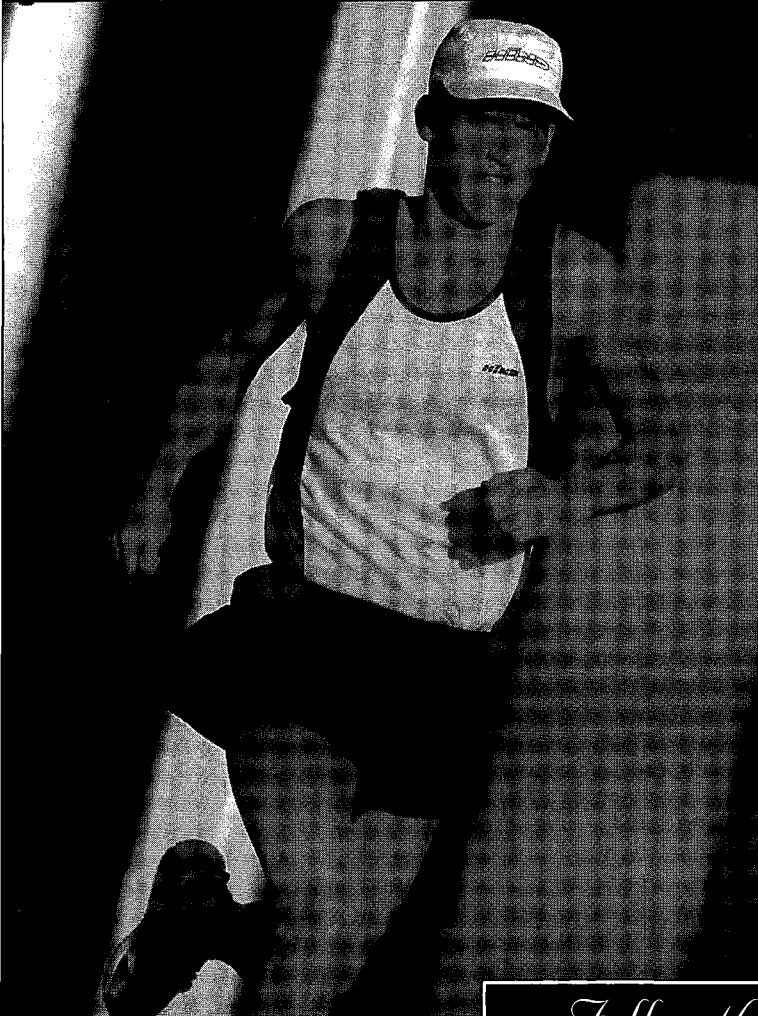
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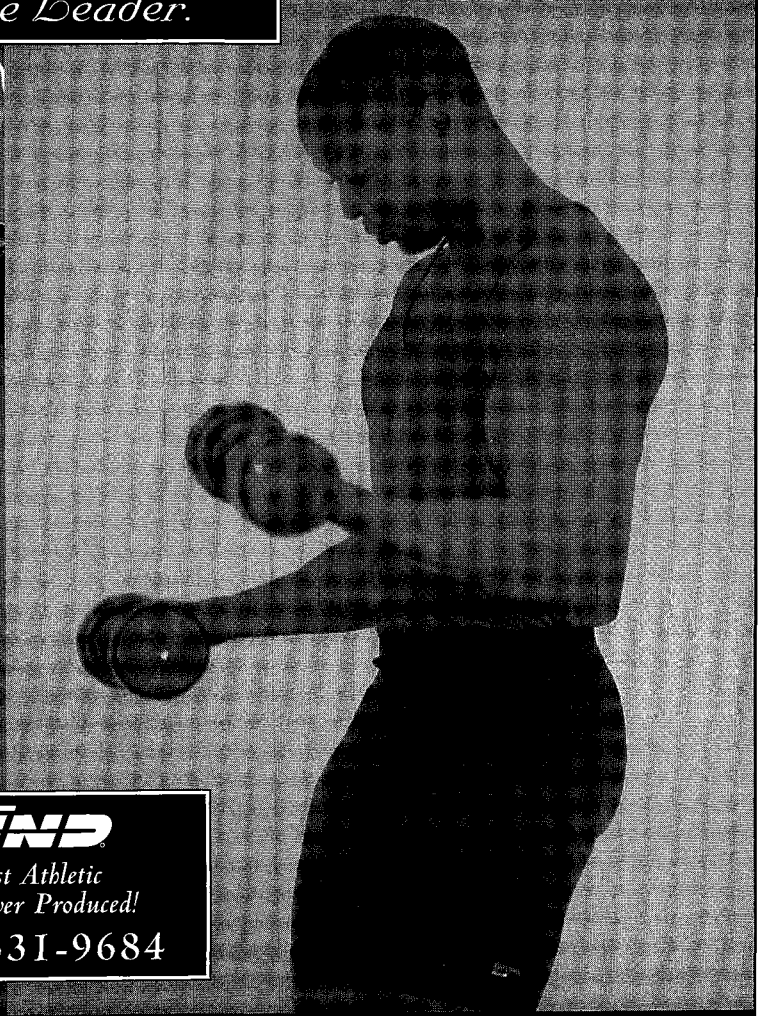
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# *Expectations of the* **'90s Intern**

by Brad Wesner, Ph.D.

**T**he internship of today is significantly different than the internship of a few years ago. On the whole, there is more field education in a college education today and this field education begins much earlier in one's academic career. The intern of today is more than an employee learning a job; s/he is an employee experiencing multiple jobs.

The purpose of this article is to explore some commonly asked questions about the intern of the 90s. This article is written in an easy-to-follow question and answer format. Questions include (1) why is an internship needed?, (2) why should an internship be undertaken? and (3) what should an internship involve?

## **Why is an Internship Needed?**

An internship is a significant part of education. That alone is reason to justify offering internships. However, although an internship is undertaken primarily for the educational benefit of the intern, an internship benefits all three parties—the student, the employee association and the school.

## **Benefits to the Intern**

For the intern, the internship provides:

1. **Contacts with the real world.** The internship introduces the student to a wide range of professional people. The employee association director often has job leads to which the school does not have access. By meeting professionals and

interacting in a professional environment, an intern can better prepare to be a professional.

2. **Hands-on experience.** The employee association is a "real" place, not a safe laboratory. Although the intern is carefully supervised, the situations the intern faces are common in the working world and "real" consequences/rewards follow the intern's decisions and actions. This hands-on experience prepares the intern for other situations s/he is likely to encounter when working full-time in the future.
3. **A safe environment.** Despite the employee association being a work setting, the employee association is a relatively safe environment. Although the intern is allowed to make small mistakes, large mistakes, such as those causing a loss of life or causing a major program to fail, are prevented by the intern's supervisor.

## **Employee Association Benefits**

The employee association benefits both directly and indirectly by the presence of an intern. The benefits include:

1. **New ideas being offered.** The intern brings lots of ideas from the campus to the employee association. Unfortunately, several of these ideas are inappropriate for the setting or the clientele and the intern often has a problem recognizing this. Once in a while, though, the intern will produce a fantastic idea! Also, fresh out of

▼  
**Design an  
internship  
program that  
will bring  
benefits to  
you, your  
company, the  
student and  
the college.**



**Everybody on**

**the staff**

**wants to be a**

**good**

**example to**

**the intern.**

**The presence**

**of the intern**

**is motivation**

**to get things**

**done—and**

**done right.**

the college classroom, the intern will likely be aware of the latest trends and can update the employee association. In a sense, the interns are teachers as well as students. Listen carefully to what the intern has to say.

2. High status is given to the employee association. Although it may seem self-centered, being an established internship site is useful. The schools that certify the employing association as such has put their stamp of approval on it. This seal of approval provides a higher status for your association or company and that status may help attract specialty personnel.
3. Recruitment opportunities are presented. An intern is a prospective employee. Often, an internship is used to hone the intern to the employee's association's specific needs. Even if the intern is not personally interested in a full-time position at the end of the internship, the intern may be able to suggest qualified friends who are. The internship gives the employee association or company a link to the school, a link into a pool of talent.
4. High standards are maintained. Because the organization is constantly under surveillance by university personnel—through personal visits as well as the intern's reports—the employee association/company will likely strive to maintain high standards. If the extra eyes were not watching, the employee association would be more likely to succumb to the temptation of mediocrity. Everybody on the staff wants to be a good example to the intern. The presence of the intern is motivation to get things done—and done right.

### **Benefits to the School**

The school receives many benefits from the internship as well. These include:

1. Contact with the professional world. Prior to the internship, the employee association director can tell the school's field education supervisor what the association's needs are, keeping the school administration oriented in the real world. Although some theory is needed to be good at problem solving, specific solutions to business problems need to be presented in the university classroom as well. The association director can present many case

studies university professors could never imagine. Not only is an intern being evaluated during an internship, but so is the school. If an intern cannot function in the employee association environment, the fault likely lies with the school. An upcoming internship keeps the faculty motivated to produce quality professionals.

2. A lab situation. Most schools cannot afford to operate their own employee association-like agency. Therefore, to meet their needs for a laboratory setting, they must rely on employee associations that are company operated. The employee association provides the facilities, the equipment, and the personnel to operate a quality lab.
3. Access to a specialized faculty. The employee association is often loaded with specialists—for instance, one person knows how to run a store, someone else knows how to operate a fitness center, etc. The university faculty is rarely that specialized; generally, those who do teach about employee associations have a wide-ranging but shallow background. The employee association complements the school by providing professionals who have a narrow but deep background in their subject matter.

### **When Should an Internship Be Undertaken?**

Before answering this question, first find out what is meant by "internship." Although there are technical differences among the terms "internship," "student teaching," "apprenticeship," and "employment," the terms are often used interchangeably.

Field education has four stages and the employee association, school and intern must agree which state of field education will be provided. The first stage of field experience should begin immediately in the freshmen year. By observing and assisting at employee association sites, students can determine whether they are really interested in a particular aspect of the association. Early field experiences often expose students to careers they would not have known existed otherwise. Going as an observer/participant-observer is the first stage of field education.

The second phase of field education is to discover what knowledge one is lacking, so



one can pick up this knowledge in upcoming classroom courses. During this stage, one observes the association with the goal of discovering things one does not know or understand.

The third stage of field experience is carefully controlled on-the-job training. The goal of this field experience is to expose the student to all aspects of the association. A typical 10-week experience might include one week at the fitness center, one week at the store, one week at the business office, one week with marketing, etc. This form of field education acquaints the student with all aspects of association management. During the field experience, the intern receives special attention from each of the specialists. The intern rubs shoulders with the lowest candy clerk to the highest administrator and experiences the joys and agonies of each position.

The last form of field education is "on the job" training. Rather than work at a variety of

positions for a brief time, the student will work at one position for an extended period of time. This allows the student to receive depth in a specialized area. Day-to-day problems are encountered and overcome, unlike the previous stage where one experiences mostly highlights. Although this form of field experience is like a test, learning should be taking place.

When questioning a potential intern, find out what form of experience the intern desires. Typically, when a student says "internship," the term refers to one of the latter two stages.

### What Should an Internship Involve?

The internship involves work on the part of the intern, the employee association and the school. The internship is undertaken primarily for the benefit of the intern. The school and the employee association have an obligation to provide learning experiences for the intern. The intern, in exchange, has an obligation to

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questioning a  
potential  
intern, find  
out what  
form of  
experience  
the intern  
desires.



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**The goal of the project is for the intern to produce a viable piece of work; something the employee association can use for years to come.**

attempt to learn from the experience. To assist the intern in learning, the employee association and the school will often assign the following tasks—and the intern usually anticipates such assignments:


1. Keep a daily journal of events and feelings. The journal should include significant happenings and also personal feelings regarding those happenings. Time should be set aside each day to update the journal; this time should be a time of reflection. The journal also serves as a record and it may be used to verify the dates of events. Growth of the intern from page one to the final entry is often detectable.
2. Write a case study. A case study is an in-depth analysis of a particular person or of a specific incident. The case study requires the intern to study a situation in depth, often noticing things that would usually go unobserved. The typical case study write-up presents the facts and then ponders why they happened, what were the consequences and what could be done to prevent/encourage such incidents in the future. The case study is often shared with classmates so they can benefit from the incidents in the future.
3. Perform a specific program/project. Whereas the case study is something the intern watches happen, the project is something the intern makes happen. The project may be a specific event, such as the production of a weekend camp, or the writing of a specific manuscript, such as a training manual for the employee association staff. The goal of the project is for the intern to produce a viable piece of work; something the employee association can use for years to come. As a result of the project, the employee association should receive substantial benefits and the intern should have a solid piece of work to display and to which reference can be made in a resume or letter of recommendation.
4. Administer a self-evaluation. The self-evaluation is a time of reflection. Since the self-evaluation is seen by no one but one's self, one can be completely honest. The self-evaluation should be done before the supervisor's evaluation is seen, for this will help the intern to be prepared for questions the supervisor may ask. Many times, as one meets with the supervisor,

one finds that the intern is consistently either too easy/too hard in evaluating.

5. Sit with a supervisor on a regular basis for both formal and informal evaluations. The supervisor should provide the intern with both positive and negative feedback on a regular basis. Although these are evaluation sessions, they are also a time of mentoring. Evaluation should be anticipated, not dreaded.
6. Share with classmates what has been learned. Different schools have different ways for interns to keep in contact with one another. Some schools have a mid-term, a time in which all interns report to the classroom for a couple of days to discuss their situations. Others simply have the interns mail photocopies of their assignments to one another. Still other schools recall the interns for a week/semester of class-time after the internship is completed. At these meetings, the intern benefits from both presenting and listening. Being required to share highlights and case studies forces the intern to analyze the employee association experience and to verbalize it for others. Sharing is also a time of learning, for the experiences of other interns add to one's own knowledge.

The intern has expectations of the employee association and of the school. The intern expects the employee association to (1) teach, (2) supervise, (3) evaluate and (4) recommend a grade. Meanwhile, the intern expects the school to (1) grade the student's assignments, (2) send a representative to the employee association periodically and/or to telephone the employee association's director on a weekly basis and (3) to produce a final grade for the student.

## Conclusion

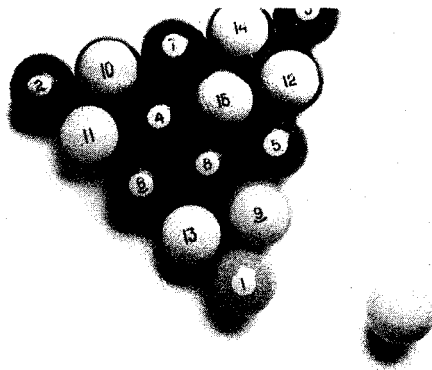
Interns are an investment in the future of employee associations. The successful internship is a partnership among the school, employee association and the intern. An internship, though, is only one of several forms of field experience. The employee association should also be involved in other forms of field experience, such as letting students observe. 

*Brad Wesner, Ph.D. is marketing manager at Sagamore Publishing in Champaign, Illinois. He is the author of NESRA's Operating Employee Association publication. To order this book, Call NESRA Headquarters (708) 368-1280.*

## F.Y.I.

NESRA offers a free Internship Handbook that lists NESRA member companies that offer internships and a description of the responsibilities the intern is expected to perform. The booklet is a great resource to help you design your internship program.

Contact NESRA Headquarters to order your free copy today. Call, (708) 368-1280 and ask for the Internship Handbook.



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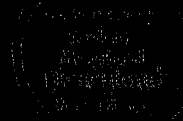
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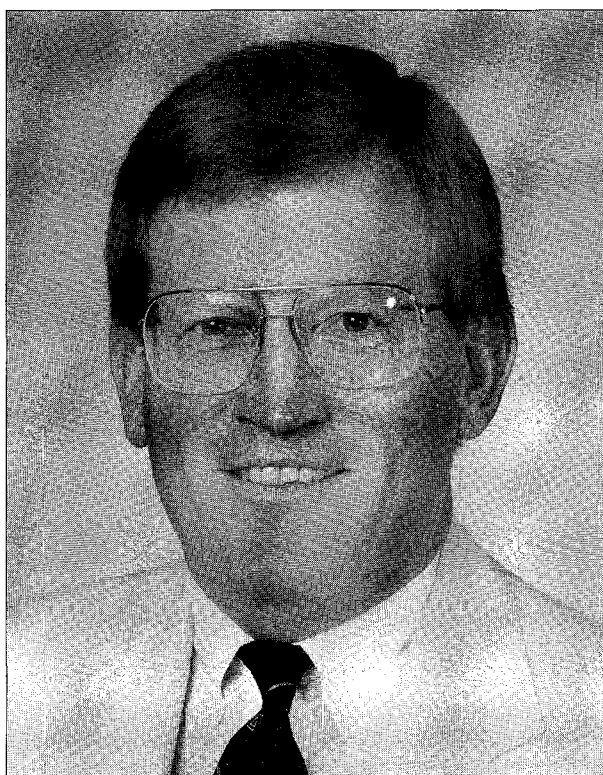
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# *NESRA Proudly Presents Its 1996 Employer of the Year*

## **Eric B. Munson**

*for his work as Chief Executive Officer of  
University of North Carolina Hospitals in Chapel Hill, NC*



**To support UNC Hospitals' value statement, "... to care best for others we must also care for ourselves," Mr. Munson provided funding to start the Employee Recreation Services in 1984. He has continued to support the program and he participates in many activities. He says the program nurtures his philosophy, "no success can compensate for failure at home." In honor of being awarded NESRA's 1996 Employer of the Year, ESM interviewed Mr. Munson.**



"Santa CEO, Eric Munson," visits patients on Christmas Eve.

**ESM:** Give us a brief overview of University of North Carolina Hospitals and its Employee Recreation Services Program.

**Munson:** In 1984, UNC Hospitals implemented a progressive and multifaceted Employee Recreation Service that was unique in the health care industry. UNC Hospitals takes a comprehensive approach to health and wellness by offering special services. Activities include athletics, wellness, hobbies/clubs/classes, discounts and services, and travel. In the course of a year, our program offers over 100 activities to employees and family members. The professional staff consists of an employee recreation manager, exercise physiologist, secretary and a temporary clerk/receptionist. Over 30 part-time contract staff assist in conducting these activities. Employees, by virtue of employment, belong to the Employee Recreation Association, which is governed by a 17 member Board of Directors. The Board of Directors serves in an advisory capacity to assist the professional staff in the design and development of programs and policies. Last year, 7,951 activity participants took part in a variety of Employee Recreation

Services. In the past year, 68 percent of UNC Hospitals' full-time employees participated in at least one activity offered by Employee Recreation Services. The operating budget of the Hospitals covers 72 percent of the program expenses, with the remaining expenses being covered by program fees and charges.

**ESM:** What do you like about working for UNC Hospitals?

**Munson:** After 15 years at UNC Hospitals, there are many highlights about my job. I like to help sick and injured people and those less fortunate. I like educating future nurses, doctors and allied health professionals. I like helping to find a cure for cancer and AIDS. I like serving as an ambassador for the Hospitals in the community. I like the way I feel when I go home after work, knowing that I've worked side-by-side with over 4,500 colleagues to help people in their times of greatest need. I like the philosophy of trying to improve the Hospitals by implementing the CQI (Continuous Quality Improvement) teams to improve efficiency. Finally, I'm proud of what "UNC" means to the people

of North Carolina; the rich tradition of the educational quality of our professional schools. Therefore, I'm proud to tell people where I work and who I represent.

**ESM:** How would you describe your general management philosophy?

**Munson:** My management philosophy has a number of components. First, I believe an organization must be mission driven and that keeping a focus on mission derives from the CEO. I believe that a high performing organization is led by a management team that is empowered, rewarded, nurtured and coached. I do not believe in interfering with day-to-day operational issues unless circumstances warrant it. I also believe that work can be and should be fun and I try to set the stage for collegiality and a sense of team play.

**ESM:** How does your support of Employee Recreation Services complement this philosophy?

**Munson:** UNC Hospitals is committed to Employee Recreation Services. As stated in the value statement: "to care best for others, we must also care for ourselves." One avenue used by the Hospitals to "care for ourselves" was the implementation of Employee Recreation Services in 1984. I have supported the development of Employee Recreation Services for the past 11 years and regularly participate in many events. I value our program for many reasons including: improved morale, improved teamwork, improved image of institution, recruitment and retention, and social benefits.

**ESM:** Employee Recreation Services has received many awards. Describe the recognition the program has earned.

**Munson:** In recognition of the quality of the services offered, UNC Hospitals' Employee Recreation

Services has received several state and national awards. In 1990 and 1991, UNC Hospitals received the North Carolina Governor's Council on Health & Fitness Worksite Award as one of the best programs in the state. Since 1991, UNC Hospitals has received national program awards from NESRA for its orientation video, newsletter, OlymPicnic special event, Take Ten stretch break video and most recently NESRA's 1995 Eastwood Award for the best overall program in the country for companies with 2,501-5,000 employees.

**ESM:** *To what do you attribute the overall success of your Employee Recreation Services Program?*

**Munson:** We have a successful program because it is tailored to our workforce. The program was based upon a survey of participants' interests. All programs are evaluated on a quarterly basis, which allows employees an opportunity to express their opinions. Employees value the Employee Recreation Service as indicated by last years' program evaluations. On a scale of one to five, with a five as excellent, employees rated the activities an average rating of 4.64. The instructors/umpires/referees of an activity received a 4.61.

**ESM:** *What are the benefits of offering an employee services program to the organization? What are the benefits to the employer?*

**Munson:** At UNC Hospitals, over 135 employee-volunteers help each year in various ways to provide and promote activities to the 4,500 employees and their family members. Employee-volunteers make a statement about the value placed upon the activities and the programs.

Many of our programs connect the participants to the Hospitals and to each other by allowing a diverse workforce a unique opportunity to come together. Employees establish

friendships that improve communication at work. As communication is enhanced, teamwork is affected and employees can begin to embrace institutional changes rather than fear them. Employee Recreation Services provides an important vehicle for facilitating open communication between management and employees during these times of economic turmoil and healthcare reform. Employee Recreation Services provides a sense of resiliency and trust, while adapting to rapid change and threats. It also addresses the Hospitals' need for employee retention that advances both the quality and cost of services we render.

**ESM:** *How important do you think it is to balance work and personal life? How can an organization benefit from encouraging employees to successfully balance their responsibilities?*

**Munson:** I believe keeping a healthy balance between work and one's personal life is very important. I try to live by the motto "no success can compensate for failure at home." I believe our Employee Recreation Program nurtures this philosophy by enabling colleagues to leave the workplace and enhance their physical and mental well-being in ways that match their advocational and recreational interest.

**ESM:** *How do you relieve stress and balance your work and personal life?*

**Munson:** At the present time, the most effective stress relievers in my personal life are bass fishing, golf, walking and yard work.

**ESM:** *Which Employee Recreation Services programs do you participate in? What do you enjoy most about the program?*

**Munson:** Recently I participated in the Olympics and golf tournaments.

My greatest source of enjoyment comes from the opportunity to interact with many employees who I do not otherwise have an opportunity to interact with in a professional setting.

**ESM:** *In your opinion, what is management's role in activity support?*

**Munson:** UNC Hospitals leads by example. We attempt to maintain positive morale even as agencies are downsizing and employees have less job security. Technology has given birth to an information explosion that has left many employees feeling overwhelmed. There are new systems to learn and skills are constantly in need of updating. I believe participation in the Hospitals' Employee Recreation Services, is an experience that fosters loyalty to the institution, builds morale and keeps the workforce fit and healthy. Offering the opportunity to participate in these services creates a sense of belonging in the employee—it boosts morale and improves productivity and quality of work. This is crucial for Employee

*Eric Munson serves employees cake at UNC Hospitals' 40th Anniversary Celebration.*





Recreation managers to understand because an agency's survival depends on the productivity of its workforce. In general, I feel that participation in Employee Recreation Services provides a better perception of management's concern for our employees. It contributes to the morale and to the general sense of the Hospitals' values. Participating in our program develops a sense of teamwork, fellowship, and allows for the development of friendships and understanding across the organizational units. Getting to know other employees who share the same interests, or working together with other co-workers on a team competition helps achieve this goal.

**ESM:** *How has your program grown in the last 5 years?*

**Munson:** During last year, 7,951 activity participants took part in a variety of Employee Recreation Services. This represents a 56 percent increase in participation, since 1990. At UNC Hospitals, we opened a new Administrative Office Building in the Fall of 1995, that included a Wellness Center, locker room and showers and space for other employee activities. In May of 1996, opportunities will be enhanced for employees when the patient gymnasium and weight room will be finished in the new Neurosciences' Hospital. Employee Recreation Services will be able to use the facility before work, during lunch and after working hours.

**ESM:** *What role will these programs have in the future?*



*After providing congressional testimony, Mr. Munson meets President Clinton.*

**Munson:** During these times of cost containment/reduction, I doubt that the program, which is now fully mature, will be experiencing substantial growth. However, the hospital does intend to develop an institutionally-based wellness center that certainly will have a programmatic relationship to the Employee Recreation Services. That program is now in the planning stages.

**ESM:** *What trends do you see in employee services offerings?*

**Munson:** One of the unique developments of the 20th century has been the emergence of the employee recreation and health promotion professions as a vital benefit of corporate America. Several billions of dollars a year are spent by employees (consumers) on fitness equipment, sports, entertainment, travel, discount tickets, hobbies and much more. When corporations spend billions of dollars a year on healthcare expenses, it is a good investment for corporate America to provide Employee Recreation Services programs. The health and fitness of the workforce can be improved, healthcare expenses can be reduced and at the same time, productivity and quality of work can be increased.

With the inclusion of healthcare agencies such as hospitals as members of NESRA, NESRA continues to impact corporate America with positive workforce changes.

**ESM:** *What do you think will be needed for continued success in the field?*

**Munson:** How well Employee Recreation Services programs adapt to

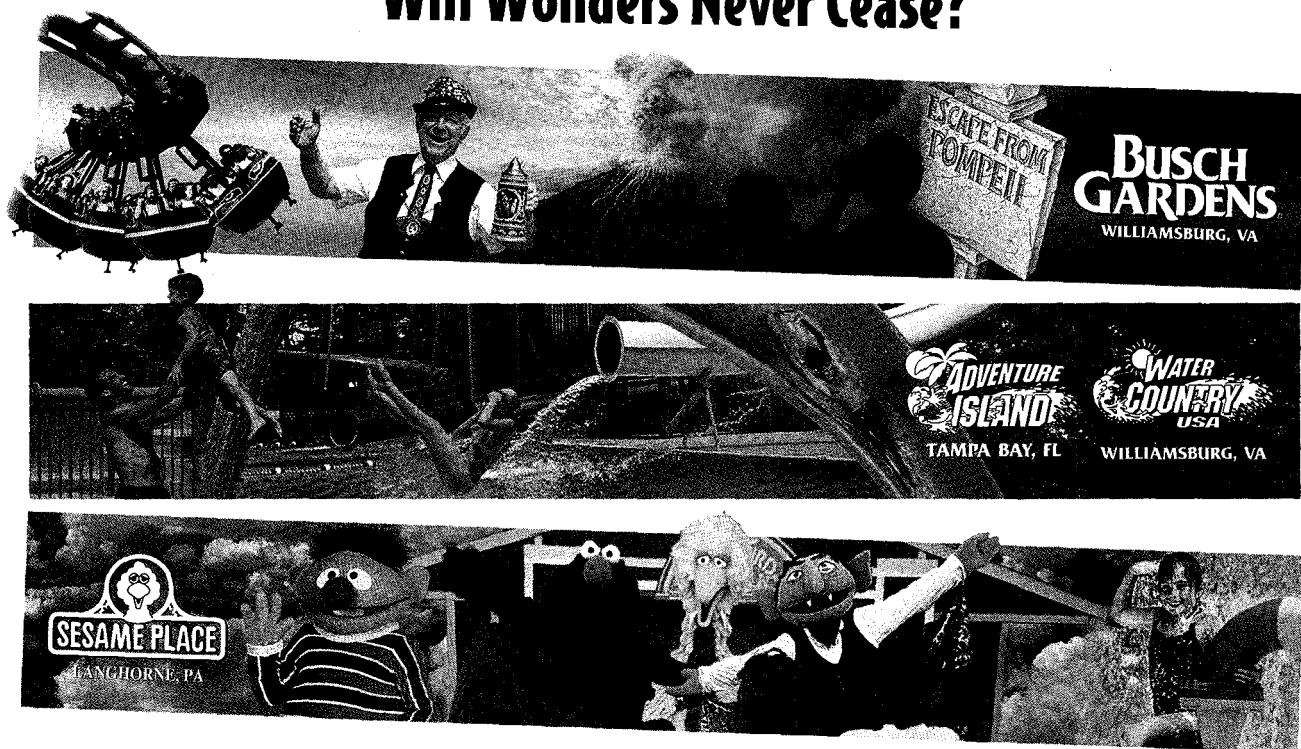
changes in work settings will determine the future and survival of the profession. Most agencies are downsizing to some extent and employees feel the stress. Employees are facing longer hours at work, job insecurity and reduced benefits. These are the issues that increase the need for an Employee Recreation Services program in our respective companies. These programs will survive if employee services managers can show management that they can provide activities that produce positive outcomes to meet these employee needs. If a large percentage of employees for example, have unhealthy habits (i.e. smoking, sedentary lifestyles, etc.), the costs of medical expenses for the agency will be increased. Therefore, programs that focus on disease prevention and health promotion should be emphasized. Employee Recreation Services should increase programming for health promotion activities, lifestyle changes, preventative health benefits and stress reduction strategies.



*Eric B. Munson was nominated for NESRA's Employer of the Year Award by Chris Wilsman, CESRA, manager, employee recreation/wellness at UNC Hospitals in Chapel Hill, North Carolina.*



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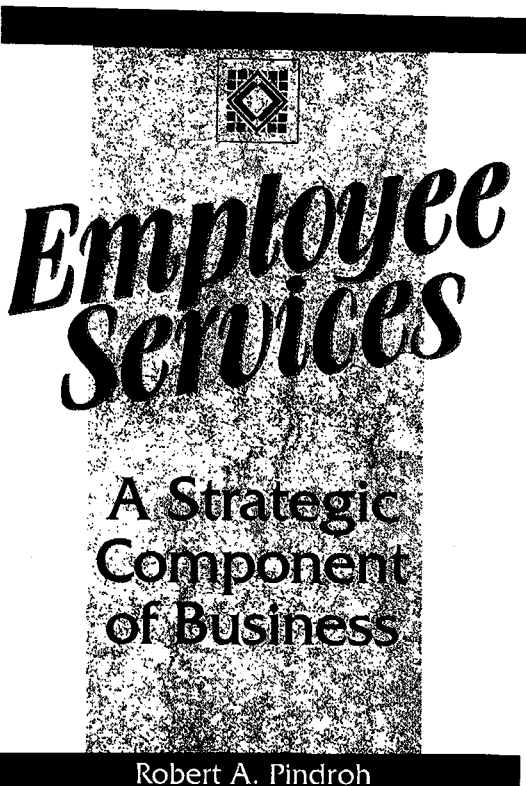
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Loaded with creative examples of programs offered by today's "Employers of Choice," *Employee Services: A Strategic Component of Business* by NESRA Past President Robert A. Pindroh, CESRA, builds momentum as it defines employee services, identifies trends in society, shifts in the workplace and innovations in employee services. Interviews with dozens of employee services practitioners make this book interesting and easy-to-read.

Those implementing employee services will want this powerful testimonial of the value of employee services. Managers wishing to attract and maintain a qualified workforce will want to find out how employee services can help them.

# Striving for An *Untarnished Image*

*by Joe Bannon, Ph.D.*

**"Ethical judgements are most often clouded by the intrusion of personal factors. Decisions based on someone's irrational fears or prejudices, likes and preferences are made daily."**

**T**here are really three levels of ethics by which everyone is guided. First, is the law, which is how every society codifies its ethical standards. But even the law can be subject to interpretation. Next, there are policies or guidelines which exist, in some form, in every institution. Unfortunately, these policies are not always emphasized, and/or followed. Most people will recognize obvious unethical and illegal dealings (such as embezzlement), but overall there is a lack of unanimity in many cases on what, exactly, is considered unethical.

While both the law and specific policies are critical to maintaining ethical standards, by themselves, they are not enough. The most difficult, and least defined category is the moral stance an individual takes when making judgement calls that are not specifically

governed by written rules. Moral standards are subject to individual interpretation and application.

Andrew Grove, in his article, "What's the Right Thing," is convinced that most ethical dilemmas do not arise because a person does not know the difference between right and wrong. Ethical problems arise because the solutions to these problems are unclear and decision-making becomes difficult. Often, confronting an ethical issue is more difficult than ignoring it. In deciding how to handle an issue, Dreilinger and Rice, in their article, "Five Common Ethical Dilemmas and How to Solve Them," believe that frequently the "right" answer is the one you can live with. This statement does not hold true for everyone.

For some people unethical dealings are simply a means to an ends. Being unethical may be an easier way to achieve a desired goal,

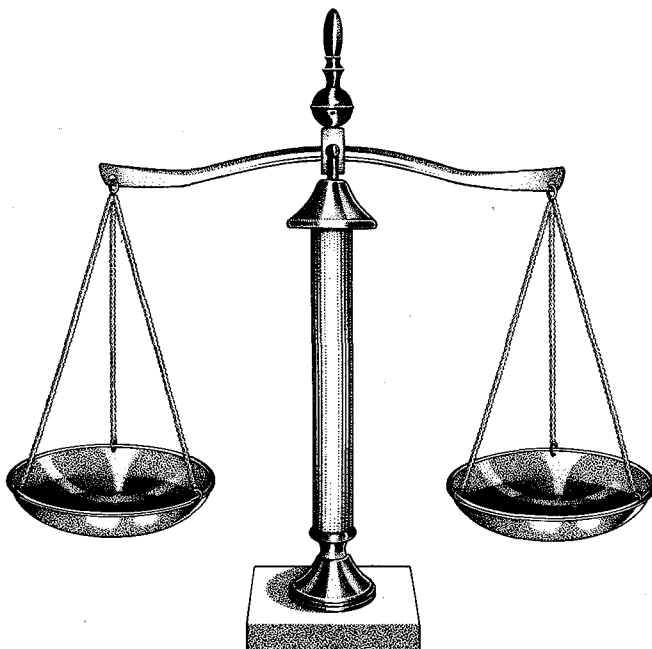
or may even be an accepted practice. One particular salesperson, interviewed by D. L. Griffin admitted that, "At times I don't feel entirely ethical. With anything involving sales or marketing, ethics don't really exist. I don't lose a lot of sleep thinking about ethics. Whatever I do I can rationalize in my mind." Standards that guide people in these types of situations have been formulated throughout one's life. Not all people are morally corrupt, and when asking people what business ethics means to them, answers range from an ultimate view of, "Tell the truth, make decisions for the highest good, and treat people humanistically," to the cynical, "Screw them before they screw you!" Obviously individual views on ethics vary widely.

Results of a recent survey on American ethics are staggering. When two in every three Americans today believe there is nothing wrong with telling a lie, and only 31 percent believe that honesty is the best policy, it is obvious that American ethics are questionable.

A study by Ruch and Newstrom produced an interesting ranking of some common ethical dilemmas that is worth mentioning. The items were ranked using a scale that included the choices (1) very unethical, (2) basically unethical, (3) somewhat unethical, (4) not particularly unethical, (5) not at all unethical. The responses of the supervisors interviewed are listed in the next column, in rank order from the most unethical, to the least unethical:

### **Ranked from the most unethical to the least unethical**

- 1.** Passing blame for errors to an innocent coworker.
- 2.** Divulging confidential information.
- 3.** Falsifying time/quality/quantity reports.
- 4.** Claiming credit for someone else's work.
- 5.** Padding an expense account more than 10 percent.
- 6.** Pilfering company materials and supplies.
- 7.** Accepting gifts/favors in exchange for preferential treatment.
- 8.** Giving gifts/favors in exchange for preferential treatment.
- 9.** Padding an expense account up to 10 percent.
- 10.** Authorizing a subordinate to violate company rules.
- 11.** Concealing one's errors.
- 12.** Taking longer than necessary to do a job.
- 13.** Using company services for personal use.
- 14.** Doing personal business on company time.
- 15.** Taking extra personal time.
- 16.** Not reporting others' violations of company policies and rules.



Although this study has some shortcomings in that the ranking of items was based on an average of 121 managers, the results are, nevertheless, interesting. One item that is especially curious is that "padding an expense account more than 10 percent" (number 5) is viewed as noticeably less ethical than padding it less than 10 percent (number 9). These responses are, again, an example of the "moral relativism" of actions.


Seventeen years have passed since this study was conducted, but there has been no evidence that these findings have changed. In fact, ethical standards have been thought to have declined. According to Thomas Labrecque, in his article, "Good Ethics is Good Business," standards have significantly taken a turn for the worst over the past few decades.

The costs of this downward trend in ethics is enormous to businesses. When an employee feels he or she has been undermined or betrayed by unethical practices, that employee's contribution to the organization will not be what it could, or should be. When a company is guilty of questionable behavior, much of a manager's time may be spent checking up on subordinates. Many people spend their time "covering their behinds," "putting it in writing," or "reading the small print," rather than getting their work done. Employees are forced into becoming cynics, they don't trust people to tell the truth, do what is right, live up to commitments, or adhere to their word.

Labrecque believes that good ethics and profit are not contradictory. In fact, he says, they're inseparable. When examples of unethical companies are studied, two things are consistently noticed. First, the company derives only short-term advantages and secondly, over the longer term, skimping on quality or service, and operating unethically does not pay.

So why does unethical behavior continue? One reason is because, as a society, we tend to envy the wrong people. We judge success from outward appearances and envy this success regardless of how it is achieved. Another problem that causes people to tend to ignore unethical practices by themselves and by others, is that they are not sure if they want to deal with the risk and the hassle involved with doing what may be right, or challenging something they feel is wrong. Chances are, when a person speaks up against unethical behavior, especially when it concerns a boss, the person's job may be in jeopardy. At the very least, life on the job may not be made any easier if one continually questions the morals of himself, or herself, and others.

Authors Solomon and Hanson have another perspective on why unethical behavior continues. They believe that sadly, unethical business, like crime, sometimes does pay. In any system a few deceivers might prosper. There is no guarantee that those who do wrong will ever stop, but the authors agree that it is better to get

caught operating by high standards than get caught operating on poor ones. People who comply with the rules and care about their reputations set standards that allow them to provide quality services and, in the end, prosper. Organizations, and the individuals need to look past immediate gratification and recognize the importance of an untarnished image. 

*The following material is included in Dr. Bannon's forthcoming book entitled 911 Management. For further information, contact Sagamore Publishing (217) 359-5940.*

*Joe Bannon, Ph.D. is president, Management Learning Laboratories, Champaign, Illinois. He is also former head, Leisure Studies, University of Illinois, Champaign, Illinois.*

### **Suggested Readings**

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# Choosing the Right Equipment For Your Corporate Fitness Center

by Dr. Tom Deters

**I**f you visit one of the fitness industry's major trade shows, you will quickly realize how far the technology of exercise equipment has advanced in just the last 10 years.

Intense competition in the fitness equipment business has forced all manufacturers to accelerate product development. Along with the advances in technology have come improved manufacturing techniques and prices that are surprisingly reasonable. The sheer variety of machines can be confusing, but you can be sure to select the right equipment for your needs if you shop for specific features.

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## Overcoming Buyer Confusion

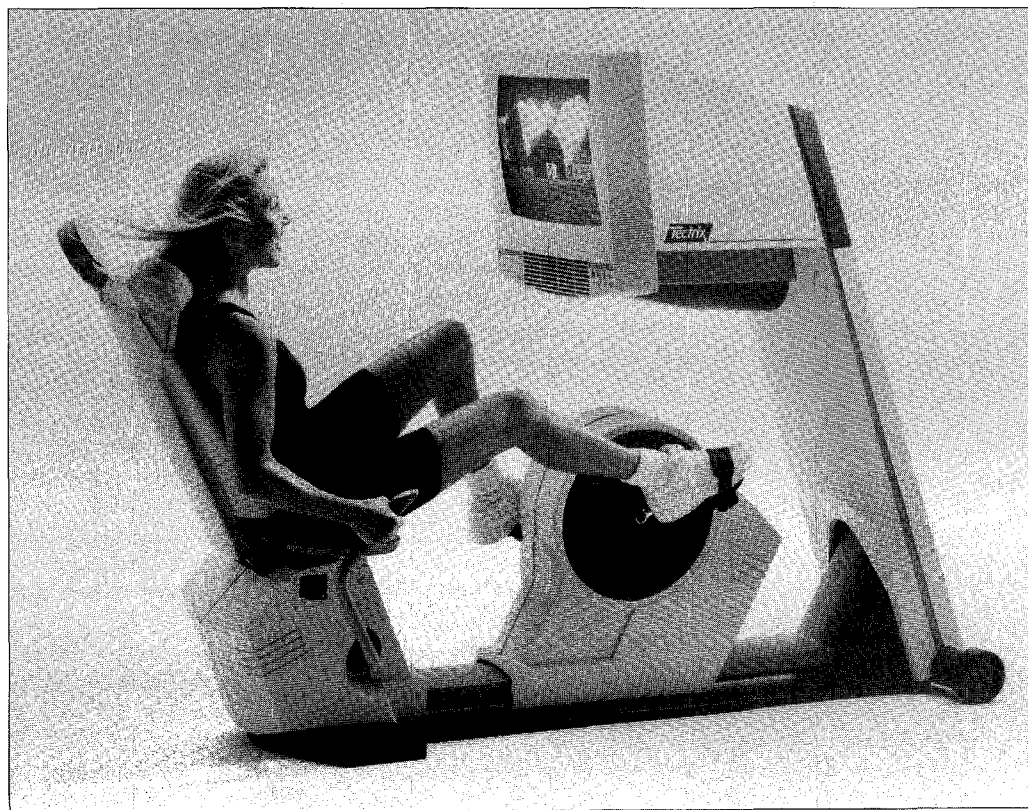
It's easy to get confused by manufacturers' claims and counterclaims. You have to study the product literature carefully and be sure to have the manufacturers provide you clinical documentation of their claims. The best documentation is a clinical abstract that has been peer-reviewed and approved by one of the acknowledged medical groups like the American College of Sportsmedicine or the Society for Experimental Biology.

Once you are convinced that a manufacturer's claims are valid, start looking for specific features that will guarantee you long-time reliability and the most satisfaction for the users of your corporate fitness center.

## Natural Biomechanical Action

Health club usage patterns have proven that people will not adhere to machines that are too difficult to use effectively or that require too great a learning curve. The best example is rowing machines. Though a small percentage of club users like them, proper rowing technique is not easy to learn and only a few veteran rowing fans use them.

Instead, people prefer the simpler, natural movements like climbing and pedaling. This is why stairclimbers and exercycles outnumber rowing machines sales more





than 25 to one. Manufacturers are always trying to add variety and interest to exercise by designing new biomechanical actions, but these machines seldom gain popularity and make a bad investment.

The newest generation of aerobic training machines actually calculate the user's safe target heart rate and display it on the console using proprietary software programs. Then, as the member trains, the machines monitor the working heart rate and automatically increase or decrease the resistance to keep the person safely in the target heart rate zone.

By controlling the working heart rate, these new machines guarantee the user a safe, effective workout and faster progress toward their fitness goals. There is no longer any reason for people to use the difficult and often-inaccurate method of measuring their heart rates with fingertips on their wrists or necks.

### **Self Instruction**

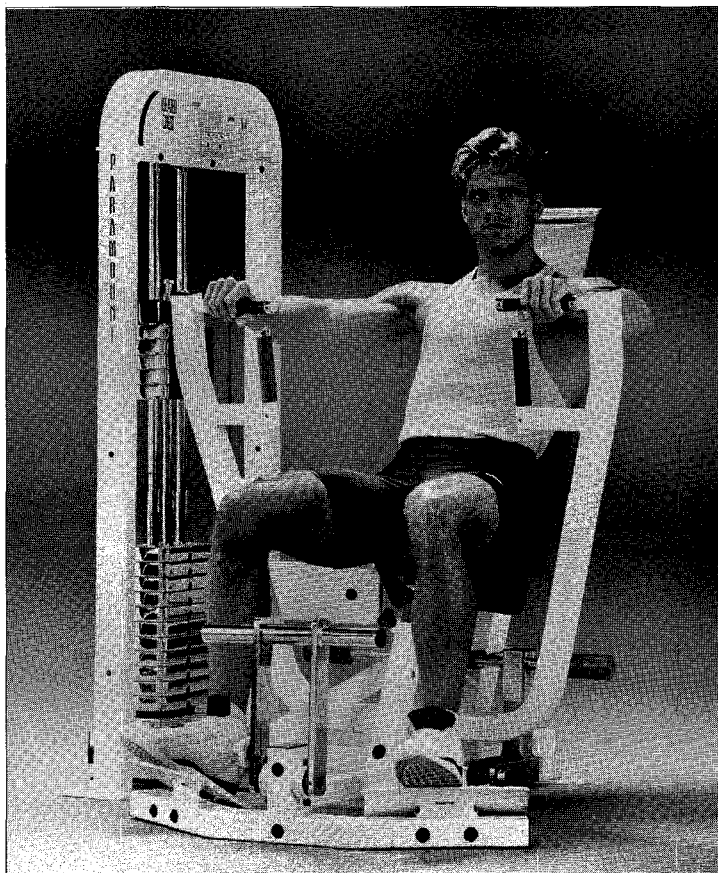
Because it is impractical for you to staff your fitness center with a full time trainer, you should select equipment with self-instructing features. Most treadmills, stairclimbers and exercycles now have electronic message centers with LCD lights that actually flash written, step-by-step instructions.

The latest development in self-instruction is electronic strength training. These machines test the user's strength with a simple one-repetition test, then set the resistance automatically, set a safe range of motion, count the repetitions and even flash warning signs if the person tries to move the handles too fast. The effect of having a virtual, electronic personal trainer on either an aerobic or strength training machine is that users develop good exercise forms and habits.

### **Instant Visual Feedback**

The single biggest advance in fitness equipment since the early 1980s is instant visual feedback. Practically all the leading manufacturers now offer electronic message centers on their machine consoles that offer instructions and critical data readouts on heart rate, repetitions completed, elapsed time, calories burned and other performance factors.

Whether a user is a competitive and experienced exercise veteran or simply trying to keep their body fat down and their strength up, the feedback adds interest and motivation to the workout. Without statistical feedback,



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people have no way of measuring their progress over time and this lack of information is a key reason for exercise drop out.

### **Heart Rate Control**

Fewer than 30 percent of all health club members know their target heart rate and some experts estimate that more than half of all members over- or under-train. That is why you will notice health club members around the country exercising religiously every day but never seeming to make much progress.

The target heart rate is that pulse level that helps develop cardiorespiratory endurance or to burn body fat efficiently. At the lower end of the target heart rate range, between 60 and 70 percent of a person's predicted maximum heart rate, the workload is not too severe and people trying to lose body fat can exercise for longer periods of time to burn more calories. The upper end of the range, between 70 and 85 percent is more strenuous.

You should also look for instructional posters or videos. Most manufacturers now provide these as an additional product support

*Dr. Tom Deters is  
associate publisher of  
Prime Health and  
Fitness published by  
Weider Publications,  
Woodland Hills, CA.*

item, since many health clubs do not have enough staff trainers to attend to all the members personally.

### **Check Quality and Service**

Your fitness center equipment is a serious investment, whether you purchase from the new computerized generation of machines or the more traditional mechanical type. Both types of equipment contain proprietary-manufactured parts that are not available from other sources, so you cannot properly maintain or repair them without factory parts. You should buy from a U.S. manufacturer that provides direct-from-factory service with certified service personnel.

You may also want to buy from a company with an ISO 9000 certificate issued by the International Standards Organization in Geneva, Switzerland. This is an international quality control credential that assures you the manufacturer meets stringent production and product service standards.

While there are few offshore manufacturers making inroads in the fitness equipment marketplace, they are too new to the U.S. market to have established reputations for either quality or service.

### **Offer Strength Training**

Strength training is the single most important form of exercise for your employees, but proper strength training skills require time to learn. The new generation of electronic machines are a tremendous advantage, but are also five times more expensive than selectorized weight stack machines or even more traditional barbells and dumbbells.


The best alternative is to invest in quality selectorized machines and a line of free weight equipment, then budget to have a trainer in the fitness center regularly during high-traffic hours. While the debate continues about whether or not computerized equipment is worth the extra cost, you

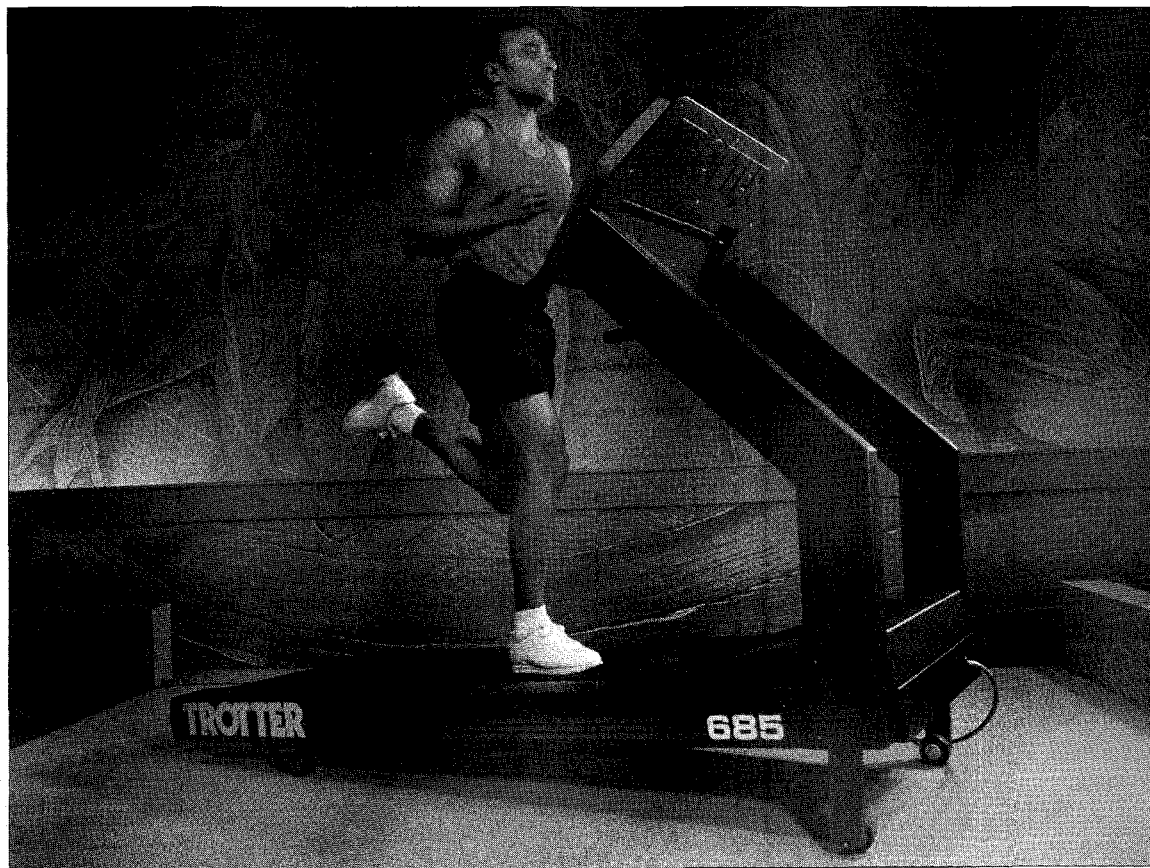
should invest the extra time and money in providing consistent quality personal strength training instruction.

### **Add A Fitness Library**

You can add appeal and value to your corporate fitness center by including an education center. This should include a variety of popular fitness magazines and how-to books, along with a video player and a cross-section of strength training, aerobics, stretching and nutrition tapes. Be sure also to add how-to posters on stretching, target heart rate and muscle groups exercises.

### **Your Best Sources**

You can speak with local health club operators about products and educational materials they have found reliable and motivating, but you should also attend one major fitness trade show per year. 



*The Trotter 685*

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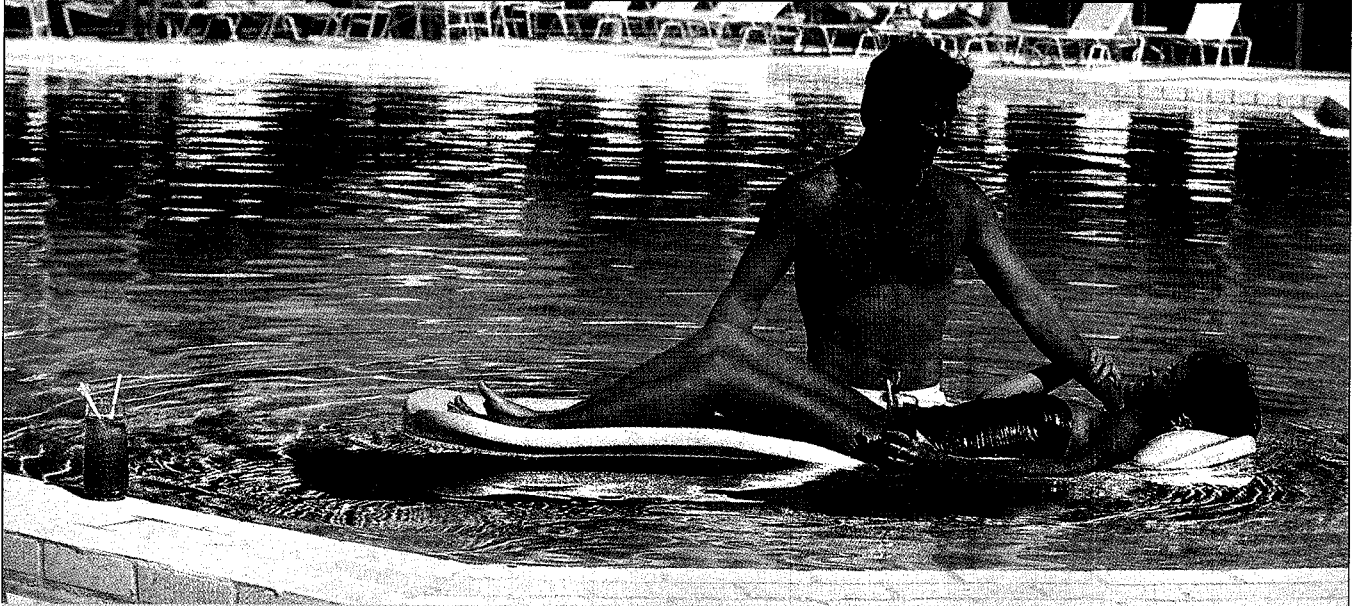
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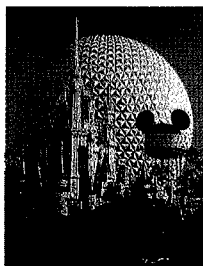
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# Selling Office Supplies Conveniently & Efficiently

by Paul Cormier, ACS

**H**ow can you easily provide office supplies to 2,500 people? In January 1994, at The Mutual Life Assurance Company in Waterloo, Ontario, Canada, a team was formed to investigate better methods of providing office supplies to our head office staff. Our customers were frustrated, providing office supplies to that number of people had become slow and time consuming. Employee focus groups were formed and several options were considered. The answer that provided the solution and best suited everyone: an in-house company store.

Our planning committee faced some apprehension about increased costs for supplies from staff buying their own supplies, pilferage, ease of access, etc. These results never materialized.

The store (aka The Stockpile) opened its doors in October 1994. A store was born.

## **Straight Off The Shelf**

The store provides over 500 office supplies such as pens, disks, printer cartridges, folders, labels, etc., to everyone working at our head office. Anyone can come to the store from 7:30 - 4:30, Monday to Friday, and purchase office supplies for themselves or their department. Staff present their security badges, each coded with a unique number, to purchase supplies. Our company pays the costs for space, staff and other expenses used in the administration of the office supplies.

## **Paying For Office Supplies**

We sell office supplies at our cost for business and personal use. This practice increases our usage and our leverage when negotiating prices with our supplier. All

purchases are entered into our computer system and every quarter each of the company's five business units are charged for their purchases.

This eliminates charges going to every department (hundreds of cost centers) and reduces the charges to just five cost centers every quarter. (Imagine the cost for budget managers in every department of the company scrutinizing \$2 or \$5 purchases and the accounting and systems costs involved for charging departments each time a product is purchased.) So buying office supplies through the store reduces administration costs for us and for our customers.

## **The Computer System**

Our primary goal is to provide 95 percent of office supplies immediately and the remaining 5 percent within 48 hours. When a product isn't available in the store, we'll order it from our supplier to get it within these time limits. We use an inventory and point-of-sale system that was provided by our office products' supplier to help meet this goal. The store's computer is connected via a modem to their system that provides real time updating. All of the data and sales information is stored at the supplier's site. We download the data to our systems each month. Every quarter we calculate the amount owed and send through charges for the total to each business unit.

One advantage to this system is our inventory for office supplies from our supplier and office supplies that we keep in the building (e.g., company logo items, envelopes, letterhead, etc.) are controlled with this system, creating just-in-time delivery for every office supply product in the store. Another plus is that provincial and federal taxes are tracked

▼  
**Selling office  
supplies to  
employees  
and charging  
only five  
business  
units of the  
company  
eliminates  
unnecessary  
administration  
costs.**



**Our store is unusual because in addition to office supplies, we provide other products and services, which we offer with low or no administration.**

each month along with product usage.

Though the advantages far outweigh the drawbacks, there still are a few. We have to ensure our supplier is aware every time we add a new product or change the price, so they can update its system. We're also susceptible to their system maintenance and downtime, although our supplier has kept this to a minimum.

### **Crowd Pleasers**

Our store is unusual because in addition to office supplies, we also provide other products and services:

- gifts
- video rental
- photofinishing, film, cameras, batteries
- tickets for our staff association events
- snack food and pop, juice, water
- an area for external companies to sell their products or services

- greeting cards and books
- personal items (toothpaste, aspirin, etc.)
- stamps

A secondary goal is to make the entire operation break-even, using convenience products to offset the other costs. The convenience products in the store are sold for profit. Generally, most of our products and services are offered at less than retail prices. Our markups are no more than 40 percent with most products. We cover the staff costs and expenses (other than rent) with our mark-ups.

### **Service Solutions**

The services and products we choose to sell are complemented by low or no administration. We accomplish this by seeking out what our customers want and balancing that with our ability to provide it. The following lists some of the innovative methods we use to save time and keep costs to a minimum.

- **Food:** Provide tickets that can be purchased in bulk for pop, chocolate bars and chips, saving our customers and ourselves time and money. The customer can drop the ticket into a box so that they don't have to wait in line. We also sell the items individually.
- **Cash Only:** Purchases for personal use can only be paid for with cash. Checks and credit cards are not accepted. This lowers our administration cost and doesn't seem to effect sales. Currently we're trying to stop using the penny. Prices will be rounded off to the nearest nickel.
- **Video Rental:** There are no membership cards (we use the individual numbers on staff security cards). The movies are available right off the shelf (we don't keep them locked up or behind the counter). We don't take reservations or check if something is in on the shelf. The price for rental stays the same Monday through Friday.
- **Gifts:** We attend two gift shows every year; the majority (90



*The Stockpile, the store at The Mutual Life Assurance Company in Waterloo, Ontario, Canada presents a pleasant environment for employees to get office supplies quickly and easily.*

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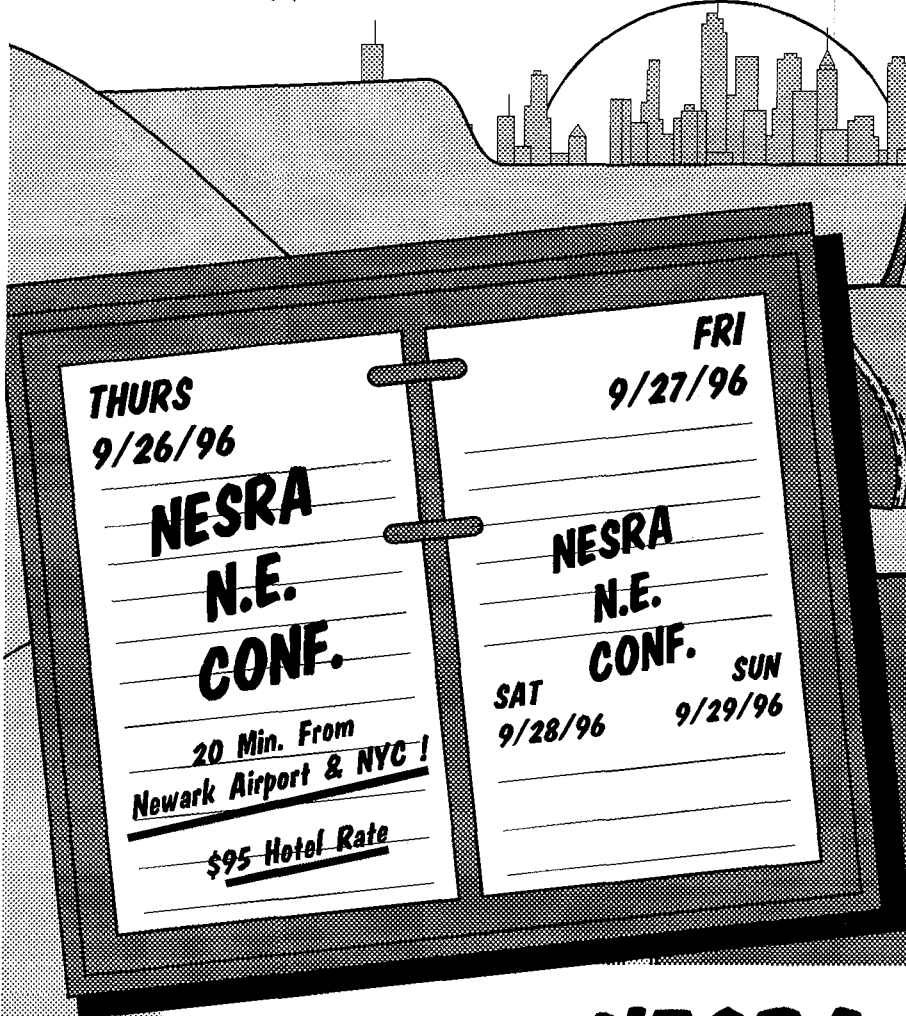
**Update your '96 NESRA Buyer's Guide and Services Directory by noting the following additions/ corrections:**

- City Wide Reservations (travel) new contact person Julie von Rohr
- Entertainment Publications (family) new area code is 810

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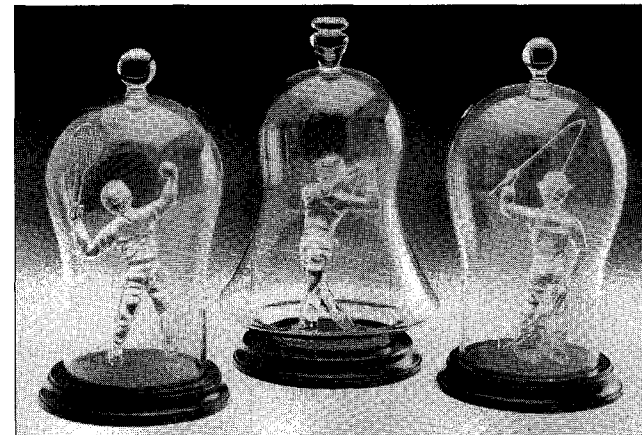
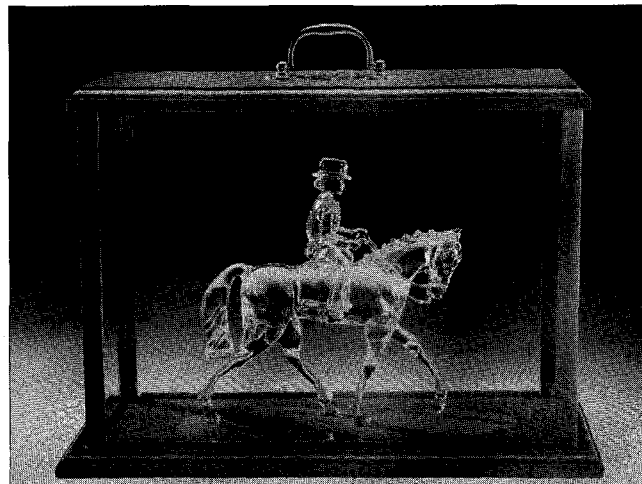
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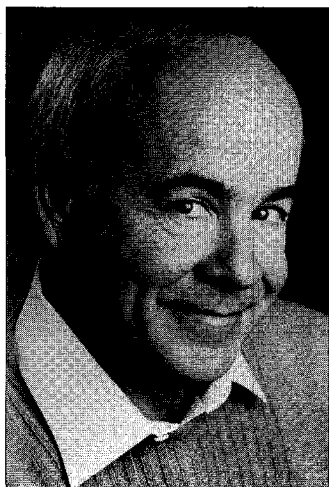
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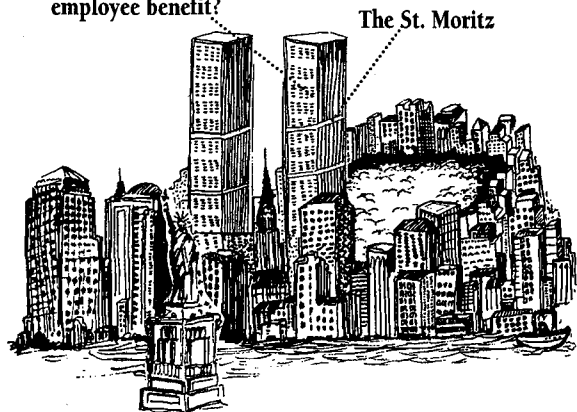
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(Continued from page 52)

committee, we decided to “shake things up” a little. We have sponsored more family-oriented trips instead of employee group trips.


unfair to ask employees to spend a lot of money for only six hours of fun at the park. Instead of coordinating a group trip to these destinations, with the help of NIESRA, we now sell discounted tickets to three large theme parks. This allows employees the benefit of saving money and the freedom to enjoy the park at their leisure, without being on a tight schedule.

For a planned group outing, we looked at a local theme park, Indiana Beach located in Monticello. We contacted them last year to see just what they had to offer. We discovered that we could sponsor an Indiana Beach day for the price of a bus to an out-of-state theme park. Employees received admission to the park, an all-day

wristband for rides, admission to the beach and lunch for \$4. Wow! Did we have participation! We went from 46 participants for our previous theme park offering to 360 participants for Indiana Beach. We also received more positive comments/suggestions from this event than any other event we had all year. Needless to say, we are returning this year, and we’re expecting an even bigger crowd.

To help us “read our employees’ thoughts,” we sent a Recreation Survey out with payroll checks to determine what employees currently enjoy, what they could do without, and suggestions for new events. This provided us with a lot of information on what our employees wanted in recreation and employee services. We knew our employees wanted a change—so we simply gave them an opportunity to tell us what they wanted.

### Conclusion

The benefits of working with a committee is that you have easy access to a variety of employee comments, suggestions and complaints. The key is working with your team in improving these events and services. Another benefit is to be able to field suggestions before “shaking-up” your employee events. 

*Deana Kendall is human resources systems technician for DePuy, Inc. in Warsaw, Indiana. She is also current president of the local NESRA chapter, NIESRA, (Northern Indiana Employee Services and Recreation Association.)*



*DePuy's Recreation Committee. From left to right: Julie Sutton, Tony Crowe, Katrina Brandenburg, Len May, Deana Kendall, Ted Burnworth. Not pictured: Nathan Dockter, Rick Rivera and Penny Helvey.*

We drew teams in a lottery manner (as opposed to teams signing up) in a few tournaments. Instead of taking a busload to a large theme park, we sponsored a “DePuy Day” at a local, smaller amusement park. We also cut back our bus trip to a professional baseball game from two trips down to one.

Now family trips to children’s museums and zoos have been a big success. With little ones on board, we pass the travel time by renting buses that have VCRs and show family movies. This allows our employees to enjoy an entire day at a local attraction with their families without the hassle of planning it, driving to the destination and entertaining the children in the car.

As a committee, we wanted to attract our employees who would enjoy participating in team events but were never asked to be on a team. A few years ago, we decided to draw teams for our indoor volleyball tournament that is held in March. Any interested employee placed his/her name on the sign-up, and a week before the tournament, the committee members drew teams. We were really skeptical the first year and so were our employees—but now it’s a great success. Employees enjoy getting to know co-workers in a neutral environment and are loving it! We hear comments like “Now I know some people I’ve only passed by in the halls or shop floor.” We have also drawn foursomes for golf outings. Employees sign-up in pairs, and we draw another pair for their foursome.

In the past, we would sponsor a trip to an out-of-state major theme park, however, our attendance had literally dropped in half. With such a long bus ride, it simply was



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## Committee Senses Need for Change and Takes Action

by Deana A.  
Kendall

▼  
**A new  
approach to  
family trips  
and sports  
tournaments  
dramatically  
increased  
employee  
participation.**

**O**ur Recreation Committee strives to sponsor a variety of activities that promote employee interaction outside of the workplace. DePuy Inc. is located in Warsaw, IN, known as the "orthopaedic capital of the world." Here at DePuy, we just celebrated our 100th year anniversary in 1995. We have an employee base of approximately 850 at this location.

Because there was a need to sponsor and organize a few events each year, the committee was formed approximately 15 years ago. These events mostly consisted of golf outings and children's holiday parties. The committee was solely funded from the money the company earned from vending machines. After participation increased, approximately seven years ago, management made a decision to provide a budget for the committee so that we would sponsor more events and employee services. With each year, our events have increased in participation; therefore, management has significantly supported more each year.

Below is a summary of events we currently offer to our employees:

- Sports tournaments (basketball, bowling, volleyball, softball, golf)
- Family trips (opera, amusement parks, museums, zoos, shopping)
- Professional sports (Indiana Pacers, Indianapolis Colts, Chicago Cubs, Chicago White Sox)
- Family events (children's holiday party, Easter egg hunt)
- Craft Bazaar
- Big Deer Contest

### **The Committee**

Currently our committee consists of nine employees who volunteer their time to design, promote and run events. We strive to have

members throughout the company to promote, field questions and take suggestions. This also ensures we have a pulse of all the employees' reactions and concerns. Having a committee of volunteers is an excellent way to build leadership within employees. Our committee members realize that they can be leaders by developing good communication, people and negotiation skills. These are assets they can learn in a non-threatening environment.

The recreation committee meets at least once a month. Our agenda consists of old business, new business and NIESRA (NESRA Indiana Employee Services and Recreation Association) events. We have an overview of events recently held and note any problems and/or suggestions to improve the event for the next year. Then we review any events in which we need to start planning. One or two members are designated for each event; however, there are a few events each year that involve participation of all committee members.

Promoting events is done through announcement boards that are located throughout our building. There is also a calendar of events in our company newsletter. Any announcement outlines all details regarding each event. Employees sign-up in our Human Resources department and pay at the time of signing up if there is a fee. Our committee subsidizes most events; however, certain events are fully funded.

### **Addressing Changing Needs**

As our company has changed over the past few years, so has our employee interest. A few years ago, we noticed a change in many of our events. Family-oriented events grew dramatically, and there was less participation in tournaments, amusement park trips and professional baseball game outings. As a

(Continued on page 50)

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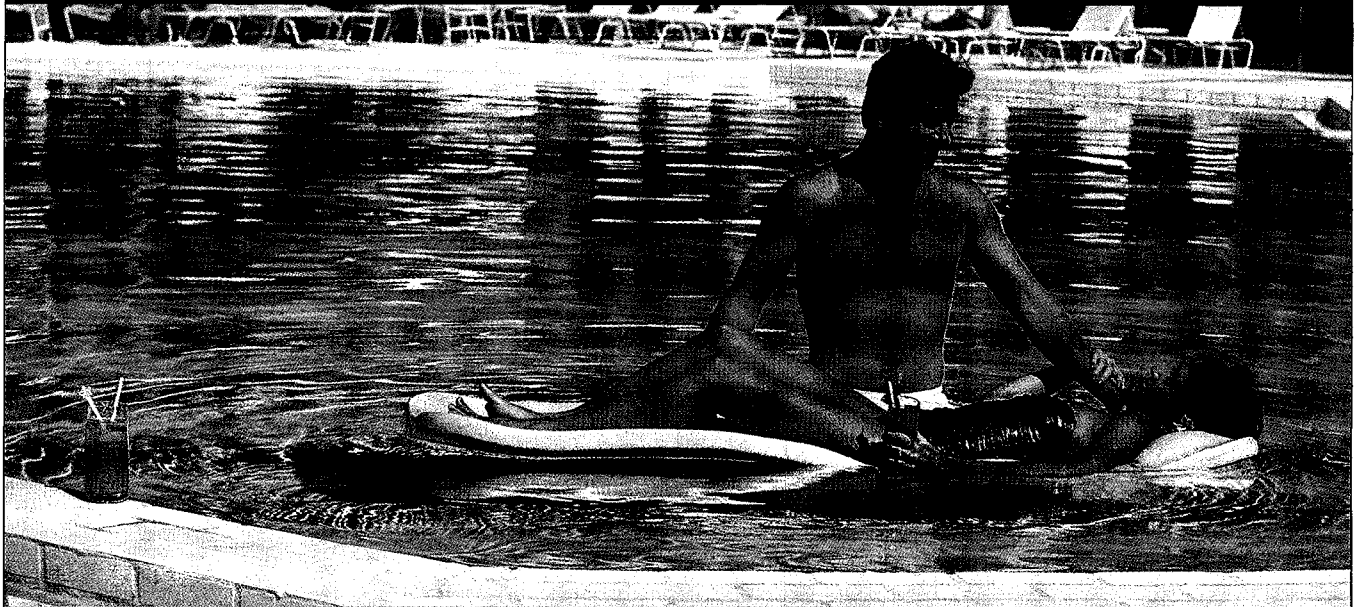
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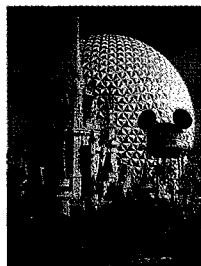
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# EMPLOYEE SERVICES MANAGEMENT

May/June 1996  
Volume 39, No. 5



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## Features

### 6 Maintaining Employability

Helpful tips to keep yourself marketable in today's workplace.

*By Robin Holt*

### 9 Recreation in the New Millennium

As the demographics of society changes so does society's needs for recreation. Discover how people, places, politics and products will affect outdoor recreation in the future.

*By Derrick Allan Crandall*

### 19 Challenge Courses Build Stronger Working Teams

Walking tightropes, climbing 38-foot poles and solving group puzzles help a group work better together. See the latest in challenge courses.

*By Carol Steinfeld*

### 25 Team Up: Surviving Corporate's Changing Environment

What's more efficient in the workplace: a gladiator, a track team or a basketball team? Identify successful elements of a team. Learn how to increase trust among employees.

*By David M. Dale, M.S., CESRA*

### 35 Ad Index

## Departments

### 4 News in Brief

Trends in Business . . .  
Checking Out Early:  
Think Again . . . Odd  
Hours . . . Improving  
Investment Education  
. . . Keeping Valuable  
Employees . . . Meet  
Less, Accomplish More

### 28 Health Promotion

Accessibility Guidelines  
and Considerations for  
Sports Facilities

*By Craig M. Ross, Kathryn G.  
Bayless and Jacqueline D.  
Puterbaugh*

### 33 Employee Store

Computer Accessories  
Can Have Giftware  
Appeal

*By Christopher D. Gigley*

### 36 Buyer's Guide Update

### 40 Hands On

Making the Most of  
Your NESRA Contacts

*By Patty Stern-Weiner*

Turn to page 18 to order NESRA Foundation's latest book

## Employee Services:

A Strategic Component of Business

*by NESRA Past President Robert Pindroh, CESRA*



# The Tranquillity of Water & Sunshine

by Cynthia M. Helson  
NESRA Director of Communications



I find myself most relaxed near water on a sunny day. Oddly enough I don't sit and tan by the water but I go near a pond to do my walking. The sound of the waterfall relaxes me. I enjoy being out on a boat and water-skiing too.

What outdoor recreation activities do you enjoy most?

Taking a look at our cover story, "Recreation in the New Millennium," (page 9), will give you an idea of some of the popular recreation activities and how recreation will change in the future. Reading about these changes and the demographics of today's population will help you plan activities that will be embraced by employees.

This issue will also show you how some employees are embracing ropes, pulleys and other apparatus to complete difficult maneuvers during Challenge Courses. Read "Challenge Courses Build Stronger Working Teams," (page 19), to learn more about these exciting programs.

Work is quickly becoming a team sport. The article, "Team Up: Surviving Corporate's Changing Environments" (page 25) talks about what kind of teams are harmful and which are productive. There's great tips for developing trust among co-workers.

Trust can enhance a relationship between suppliers and their customers. The article, "Making the Most of Your NESRA Contacts," (page 40), offers information that can help Associate Members and Organizational Members better understand each other.

Make time to enjoy the outdoors doing whatever you like to do!



If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (708) 368-1280.

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May/June 1996

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# NEWS

## IN BRIEF

### ▼ Trends in Business

A communications audit for the European Union (EU), comprised of the 15 major western European nations, revealed four trends. 1. The way modems have changed communications. 2. The democratization of America. 3. Public interest in events abroad. 4. The changing nature of political leaders, says Selz/Seabolt Communications, Washington, D.C.

A 1994 survey of editors said they expected to receive most information via modems in five years. A few months later, the same editors were surveyed and they expected to receive most information via modems a heck of a lot sooner than five years from now.

America is becoming more of a democracy and less of a republic. Communications drive democracy. Through fax, phone, modem, surveys, town meetings or talk shows, anyone who wants can express his/her opinion.

Events, trends and activities abroad increasingly influence the way we act and conduct business despite the apparent disinterest in

becoming involved overseas by politicians and the public.

Our nation has always been lead by hyphenated Americans—Irish-Americans, Polish-Americans, Swedish-Americans. The 1990s are likely to be the last decade when the names of European nations dominate the left side of the hyphen.

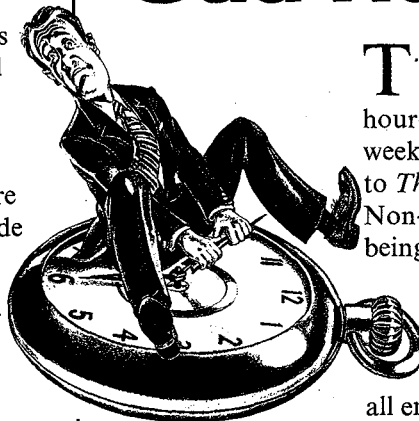
### ▼ Checking Out Early: Think Again

Five of Hilton's largest convention hotels have joined the ranks of those charging early-checkout fees, reports *Association News*. Like Hyatt and Westin, which imposed these policies chainwide earlier, The Hiltons and the Wyndham Anatole are billing a \$50 fee to guests who check out earlier than scheduled.

At the Hilton properties, guests must specify at check-in that they will be departing early or they will be subjected to the fine. At the Wyndham Anatole, guests must notify the hotel 24 hours prior to checking out. Exceptions will be made in cases of emergencies.

The Business Travel

## Odd Hours



The United States is moving toward a 24-hour-a-day, seven-day-a-week economy, according to *The Chicago Tribune*. Non-traditional hours are being created to meet the needs of industry, not of workers.

In 1991, less than one-third of all employed Americans age 18 and over regularly worked a standard workweek—daytime employment, 35-40 hours a week, Monday through Friday.

Half of those who work nights and weekends said the only reason they did so was because the job requires it. Only 5.1 percent of all people who work non-standard hours do so because of child care responsibilities.

Contractors Corp., a travel-purchasing consortium of 25 major corporations, is petitioning hotel companies not to adopt the early-checkout-fee policy.

### ▼ Improving Investment Education

Improving investment education has topped the list of priorities for benefit managers in 1996. In a recent survey by the International Society of Employee Benefit Specialists (ISCEBS) and

Deloitte & Touche LLP, Certified Employee Benefit Specialists (CEBS) were asked to identify their top six priorities for 1996. Over 44 percent placed investment education at the top of their list for the new year. Investment education replaces health care cost management, which ranked No. 1 in a similar survey conducted for 1995.

Other priorities at the top of the list in order of concern: improving managed care programs (39.8 percent) and the enhancement of the overall effectiveness of employee

communications (39.6 percent), followed by restructuring or improving internal administration processes (29.4 percent), evaluation of alternative health care plans (26.7 percent) and the development of retirement planning/counseling programs (26.1 percent).

An interesting aspect of the survey was the contrast between health care concerns on the East and West Coasts. West Coast respondents were more heavily focused on improving managed care plans including quality of care, quality of service, and administrative performance. East Coast respondents focused more heavily on evaluating alternative health plans.

### ▼ Keeping Valuable Employees

**M**oney is part of the equation, yet it is not the most crucial factor when it comes to retaining good employees, says Emma Jacobs, president of EMJAY Computer Careers, a Houston-based recruiting firm. "Keeping up with technological advances, ongoing training, and the belief a worker is valued by the company are the main reasons an employee remains satisfied with his or her current employer," Jacobs added.

A 1994 Bureau of Labor Statistics report on employer-provided training shows that more than half the employers (52.6 percent) surveyed believed ongoing training helps retain good employees and


keeps their skills up-to-date. In companies of 250 or more employees, 75.8 percent believed it essential.

Jacobs draws on more than 20 years in the recruiting business to make the following suggestions in order to keep valuable employees:

- Train, cross-train and offer continuing education. Changes in technology, production methods, and other factors often necessitate upgrading employee skills.
- Verbally acknowledge their good work. Praise people for high performance and specify what aspects of that performance were outstanding.
- Offer career growth and make sure the individual participates in career planning. Get to know goals and direction of your employees. Work together for a common plan and be willing to help them along the road.
- Reward your employees. Rewards like money, recognition, and time off are strong motivators for employee performance and a means to let your employees know that they are valued.
- Offer competitive salaries. Though not the most crucial factor when it comes to retaining good employees, a company should offer a competitive salary.
- Pursue contract labor versus overloading your employees. Nothing can hurt morale and productivity more than inordinately long

workdays.

- Be people oriented and not just project focused. A genuine interest in your employees will go a long way in retaining them.

"The bottom line is to take care of the employees up front," adds Jacobs. "It's generally too late when someone turns in his or her notice." 

## Meet Less, Accomplish More

**C**ommon complaints about meetings, which seem to be on the rise, are the purpose of the meeting is unclear, the meeting participants are unprepared, key people are absent or late, the conversation veers off-track, meeting participants don't discuss issues—they dominate the conversation, argue or take no part at all, no one follows up on decisions made at the meeting.

According to a Pittsburgh paper, an executive at the Software Engineering Institute, Pittsburgh, described meetings as "a place where you keep the minutes and lose the hours."

When you're hosting a meeting: state in one or two sentences exactly what you would like your meeting to accomplish, decide whether a meeting is the best way to accomplish this, set ground rules to maintain focus, respect and order during the meeting, take responsibility for the outcome of the meeting and if your meeting isn't working, try other tools.

These are good reasons for calling a meeting: to convey information to a group, to solicit information, to answer questions, to make a decision as a group, to sell something, and to brainstorm.

These are bad reasons to call a meeting: they are always held at a certain time, these things have always been done in meetings, to look important and in control, to get out of the office for a while and to look busy.



# Maintaining Employability

by Robin Holt

▼  
**Practice  
these tips to  
keep  
yourself  
marketable.**

**T**oday's workplace is one of constant change—the old rules no longer apply. We cannot guarantee ourselves job security and promotions by being loyal to a company. We cannot expect our employers to manage our careers for us anymore.


So what can we do? Instead of taking cover, take action! As professional women and men, we must recognize the necessity of managing our own careers. Here are 10 tips to help enhance employability and stay competitive in the new workplace:

- 1. Be Aware of Your Responsibility.** Adopt a forward-thinking perspective. You are in charge of managing your career; it is not your employer's responsibility. Take the initiative in enhancing your skills and expanding your options.
- 2. Benchmark Your Professional Competencies.** Increase your knowledge base by staying informed of the standards in your industry. Contact colleagues in similar fields, read business publications and scan job listings to ensure that you have the skills to remain competitive in your industry.
- 3. Upgrade Your Skills.** Invest in yourself! Find ways to upgrade and strengthen your skills. Take the initiative to seek out classes or seminars that you are interested in attending. If there are fees involved, your employer may agree to reimburse you for professional development activities.
- 4. Market Yourself.** Let people know what you are good at doing. Communicate to your employer any new and innovative ideas that could possibly benefit your division or the company as a whole. Be proactive and resourceful—suggest solutions to problems as they arise.
- 5. Be Technologically Savvy.** Stay competitive. In a technologically-oriented society, it is critical that you develop your knowledge of computerized communication and information resources and your aptitude in accessing and utilizing them.
- 6. Develop and Maintain a Personal Network.** Contact individuals in your industry to make connections, seek advice and obtain feedback. Establish a network of professional peers by joining work-related groups (e.g., American Marketing Association, American Society for Training and Development), and/or professional and community associations, attending Chamber of Commerce monthly business mixers and contacting your alumni organization for business networking groups.
- 7. Keep Track of Your Accomplishments.** Maintain a current portfolio of your accomplishments by logging your activities and results on a weekly or monthly basis. For example, record special projects in which you have been involved, ideas you have generated and recognition you have received.
- 8. Be on the Lookout for "Inside" Job Opportunities.** You may be able to find interesting challenges for career growth or opportunities for more personal satisfaction right in your own organization. Think beyond the traditional career path model—you may

# Your Vacation Hotel

make a lateral move, or identify a need and create a new position, or restructure your current one.

9. **Be on the Lookout for "Outside" Job Opportunities.** Follow up on external job opportunities that you hear about from executive recruiters, friends or colleagues that could be a good fit for your skills and experience. Even if you decide not to pursue a particular position, the information and contacts you acquire may well come in handy at a later time.
10. **Assist Others.** Be as generous as possible with your time and professional expertise. As the old adage goes, "What goes around, comes around." You may be surprised at what you will gain in the process of assisting others along their career paths. And, when you are going through a job or career transition yourself, you will know people who not only can help you, but want to help you.

While the widespread changes in today's workplace can be frightening, the "new rules" also provide us with a real opportunity—to be in control of our own professional development and to seek and define careers that are more personally rewarding to us. 

*Robin Holt is the director of counseling and corporate services at Alumnae Resources, a San Francisco-based, nonprofit organization focusing on career management and transition. She is responsible for career counseling and management services.*



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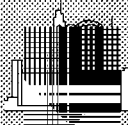


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# Recreation *in the New Millennium*

by Derrick Allan Crandall

**As we approach a new millennium we can expect many new changes and challenges in the world of outdoor recreation. Lifestyles, family structure, ethnic composition and political environment appear likely candidates to affect future recreation patterns.**

Those who plan and provide recreation activities for a living—like the best corporate strategists, financial planners and personnel managers—must have the foresight to prepare for the changes and the ability to meet the challenges. They can begin by asking certain questions: What are the dynamic issues that may alter recreation in the long run? Why are they important? What will be the effects on recreation in America?

Fortunately, guidance is easy to come by. The major factors that have influenced recreation in the past will continue to do so in the future. These factors can be neatly summarized as the “Four Ps”—people, places, products and politics.



## People

The recreation community now has access to numerous reports that quantify the relationship between recreation and people. We have statistically significant data, for example, that indicates outdoor recreation improves the quality of life for children and adults alike. This same research further reveals that changes in both traditional work patterns and traditional family structures are making it difficult for many people to enjoy activities that could greatly enhance their lives. These generalities are important in that they give public and private recreation providers substantial incentive to expand and enhance the outdoor opportunities available—as much

as they give individuals and families an incentive to get themselves outdoors. Still, the United States carries a tradition of a constantly changing demographic environment and an understanding of the differences among people and their specific needs are necessary for determining the characteristics of recreation in the future.

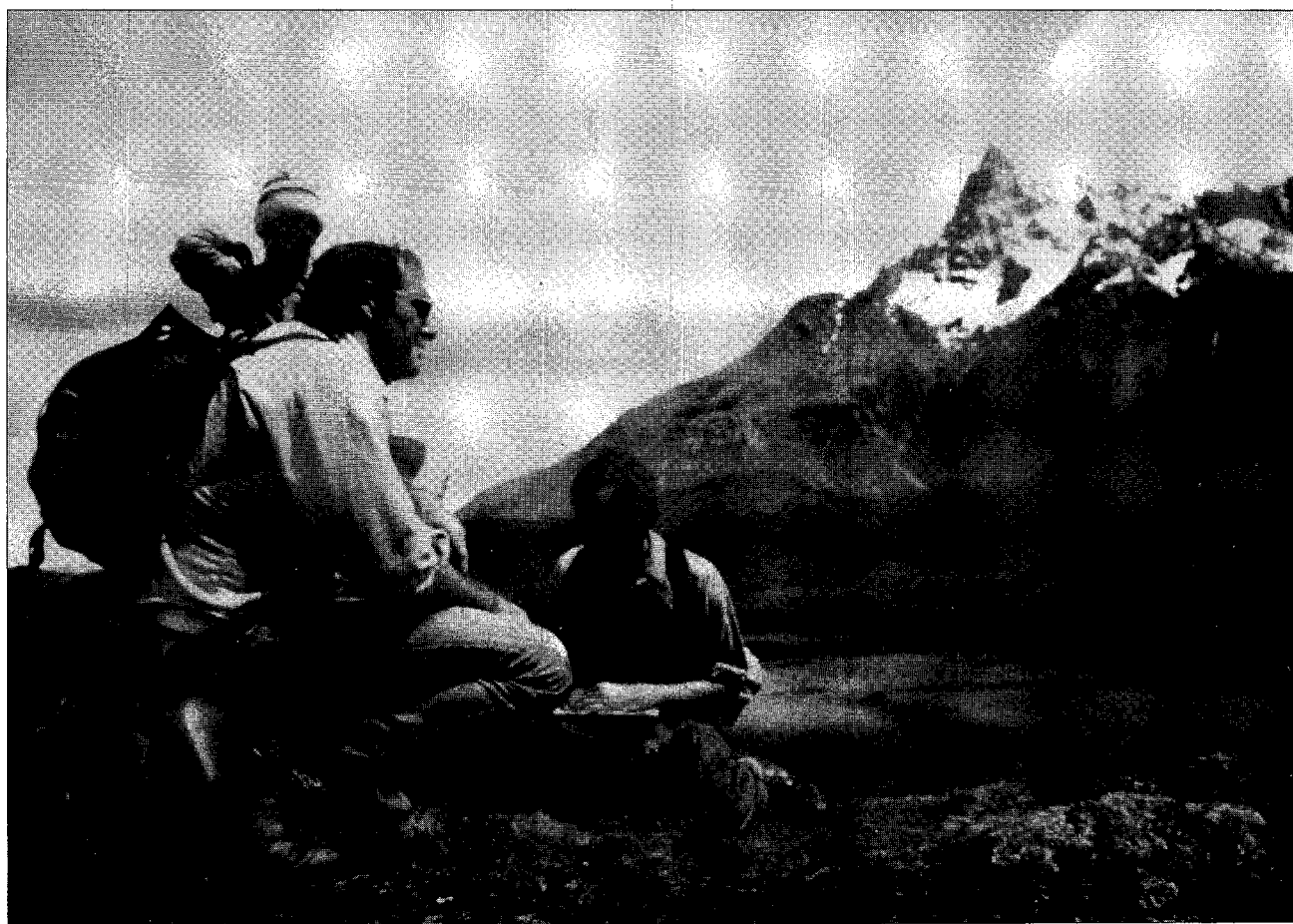
### **The Changing Face of America**

Let's let statistics tell us about people. The number of households in America continues to grow at a rate of 1 percent per year, down from 1.7 percent in the 1980s. Married couples now account for only a slight majority of households and only a third of all households have kids under 18. There are fewer married couples with kids now than 25 years ago, when they constituted 40 percent of all households. Households headed by 25-34 year olds are down some 10 percent while those headed by the 45-54, 55-64 and 65+ age groups are all up (*American Demographics*, February, 1995). The total number of households is expected to continue to rise by some 16 percent between 1995 and 2010 (*American Demographics*, March, 1995).

Today, one in four adults is a minority; among children the ratio is one in three. The Hispanic population in the U.S. is growing rapidly and should numerically overtake the African-American population within 10 years. Unlike the black population, however, Hispanics tend to concentrate in specific geographic areas—primarily Florida, Texas, California and New York (*American Demographics*, February, 1995).

Watts Wacker of Yankelovich reports changing dynamics between sexes. Men are now showing their softer sides as SNAGS (Sensitive New Age Guys), while traditionally sensitive women are tinkering with hedonism.

The American workplace is undergoing changes as well. In 1970, 26 percent of jobs in the U.S. were in manufacturing. Today, this number is down to 16 percent as more people are moving to information and service-oriented fields. Thirty percent of today's households have inflation-adjusted incomes of \$50,000+, versus 25 percent in 1985. And of those households with \$100,000+ incomes, 68 percent are headed by a college graduate and have two income earners. Of these high-income households, 86 percent are comprised



of married couples (*American Demographics*, February, 1995).

Though the financial trend in the workplace appears to be positive, we are also seeing a rise in stress among Americans. Six in 10 people surveyed for the 1994 Prevention Index report "great stress" at least weekly (*American Demographics*, September, 1994). It also appears that women tend to be more stressed. Though stress is becoming more prominent in our society, Judith Langer of New York City reports that people are relieving stress in much more health-conscious ways than ever before. Instead of excessive drinking and chain smoking, people are now exercising, practicing yoga, getting massages and participating in outdoor activities.

Finally, cynicism is rampant. Not since the Vietnam era have Americans expressed such doubt in their country. In 1955, 66 percent of Americans believed the U.S. was the greatest country in the world; in 1995, this number is down to just 37 percent. Today, 75 percent of Americans trust government only some of the time, as opposed to 1958, when 75 percent said they trusted government almost always. Seventy-one percent say they are dissatisfied with the way things are going in the U.S., but 74 percent are satisfied with their own lives.

Time use diaries show that Americans have more "free time," but with so many leisure opportunities, free time does not seem to be as free as it once was. The increase in recreation opportunity, combined with the fast pace of life, leaves people frantic even when they are trying to have fun. *American Demographics* reports that between 1995 and 2000 there will be a slight increase in consumer spending, driven by large numbers of baby boomers moving into their peak earning years (44-54 years old). There should be an upshift in entertainment spending as well, with the focus shifting from kids to adults (*American Demographics*, February, 1995).

These statistics are certainly interesting, but they must be examined in perspective. Looking at the three primary population cohorts of the 90s can help us understand which of these statistics may be most important in shaping the future of outdoor recreation.

## Seniors

Seniors represent a large group that is generally financially secure, blessed with free time and in remarkably good health. They

represent a promising future for many recreation activities. The numbers of seniors will increase as baby boomers begin to turn 50 in 1996, insuring a sizable market for the next 40 years. The average retirement age declined from 67 in 1950 to 63 in 1993; at the same time, life expectancy increased to 75. The result is a longer retirement—up to 20 years in many instances.

The result is that retiring isn't what it used to be. According to a survey by Roper Starch Worldwide, 41 percent of retired persons feel it is the most difficult transition in their lives. (In comparison, marriage and a new baby were rated as such by 12 percent and 23 percent respectively.) Professionals, managers and sales representatives are least likely to retire early, probably due to higher satisfaction with their positions. A social policy change is anticipated by the year 2000 that would make full Social Security benefits unavailable until the age of 67, possibly re-raising the retirement age (*American Demographics*, June, 1994).

## Boomers

The 78 million baby boomers, ages 31-49 have been the defining generation of the past 30 years. Boomers have traditionally been concerned with the environment and active in outdoor recreation. They have the money and interest to be active participants and promise to continue their outdoor activities now and into their senior years—more so than any previous generation.

Three of four women in this generation participate in the workforce, as opposed to just 47 percent of those aged 55-64 (*American Demographics*, April, 1995). Boomers are the most financially stable generation ever—women now have pensions, Social Security and IRAs. Boomers will also gain a significant amount of inheritance from their parents—this generation is projected to receive 115 million bequests averaging \$90,000 each. Though they are financially secure—or maybe because of it—they tend to be somewhat careless with their money (*American Demographics*, September, 1994).

**"A fondness for wilderness backpacking is difficult to follow when you have a newborn and lower back pain."—David Wolfe**

This group questions status quo. They own more computers than any other group but are not mesmerized by them. They are a stressed group with less leisure time but still find a way to remain physically active (though they are moving towards less adventurous activities such as walking and golf).

### Generation X

This is perhaps the most interesting demographic group in America. Generation Xers, in a fashion similar to the baby boomers, have established themselves as a unique group of individuals who make their own rules and live by their own standards.

More people from this generation are going to college, but of those who actually finish, fewer are finishing in four years. This group is stimulated much more by visual images than by written words. Forty-one percent have not

read a book in 12 months, while 29 percent have visited art galleries over the same period of time. Surprisingly, there is no sharp increase in television viewing among Xers" (*American Demographics*, April, 1995).

**"Young adults like to exercise their eyeballs with art, TV and movies, but they are less fond of exercise for the rest of their bodies."—Nicholas Zill**

This generation has been scarred by the high rate of divorce in their parents' generation; 40 percent spent time in a single-parent home before the age of 16. Some interesting consequences seem to have arisen from this fact. Generation X is waiting longer to get married, which may lead to more stable and longer-lasting relationships. Generation X women seem less driven than the boomer women were at the same age. They appreciate the accomplishments of their mothers but question the sacrifices and costs involved.

The broken families have created a less confident generation that has developed a new "pre-adult life stage." This generation tends to leave for college and then re-nest at home or with another relative before striking out into the "real world." This is facilitated by the fact that the broken families actually create a network of several families with whom they may re-nest (*American Demographics*, April, 1995).

Members of Generation X are the undisputed problem children for the future of outdoor recreation in America. They are less physically active than other generations and outdoor recreation is often not a high priority on their list of "things to do." With their less active lifestyle, Generation X represents a significant challenge to providers of outdoor recreation.

### Places

Traditionally, public lands have supplied the "places" for us to pursue many of our favorite recreation activities. Our national parks, forests, refuges and other recreation sites provide millions of acres—in fact, nearly one-third of the nation's surface area—on which Americans ski and snowmobile, hike and rock climb, hunt and fish. As we move toward a new millennium, our federal lands will remain a primary venue for outdoor recreation, but they will not be the only venue.

Technological changes, combined with creativity and ingenuity, are creating recreation opportunities where they have never before been available. Virtual reality, for example, allows us to experience every sensation of an outdoor activity without ever leaving home. If we do decide to go out, trails along utility corridors and abandoned railroad lines provide ideal venues for biking, walking, running and hiking. Mammoth Ski Area in California has placed a giant artificial boulder in front of its base lodge, offering convenient rock climbing for enthusiasts of all ages. The ski area also does booming business in the summer months with mountain bikers, who flock there and (happily) pay to use lifts and trails that were once considered useful only when blanketed in snow.

The introduction of nontraditional outdoor activities has also resulted in the creation of new recreation sites. Snowboarding, for example, has led to the creation of a "half-pipe" shaped ski slope. In-line skating is another example of a nontraditional outdoor recreation activity to which both public and private sectors are responding. The climbing wall illustrates how even the most traditional outdoor activity can be brought to urban structures or inside gyms and warehouses. And, as America becomes more diligent about cleaning up its water resources, personal watercraft use and windsurfing will soar in popularity.

In the future, we will have ample opportunity and space to participate in outdoor recreation.

We will, however, move away from the traditional view of outdoor recreation as a wilderness-type experience, enjoyed free of charge on public lands. Instead, we will depend increasingly upon fee-based recreation opportunities, we will see public/private partnerships striving to provide high quality experiences and we will learn to accept nontraditional "places" for new outdoor recreation opportunities.

## **Products**

Maybe the most exciting and interesting topic in the discussion of recreation in the new millennium is the gear that will be available to enthusiasts in all sectors of outdoor recreation. Today's mountain bikes use materials developed by the aerospace industry that are lightweight but provide extra strength and durability. Gone are the days of heavy wool and bulky down garments; fabrics now exist that weigh only ounces but can keep a human body warm to temperatures well below the freezing mark. Night vision equipment, soon to be on the market, will allow wildlife viewers to see nocturnal activities previously seen only by an elite and dedicated few. Now available for less than \$500, hand-held Geographic Positioning Systems (GPS) units can, through connection with a network of satellites, give us our latitude, longitude and altitude almost exactly—enhancing and adding an element of safety to any back-country outing.

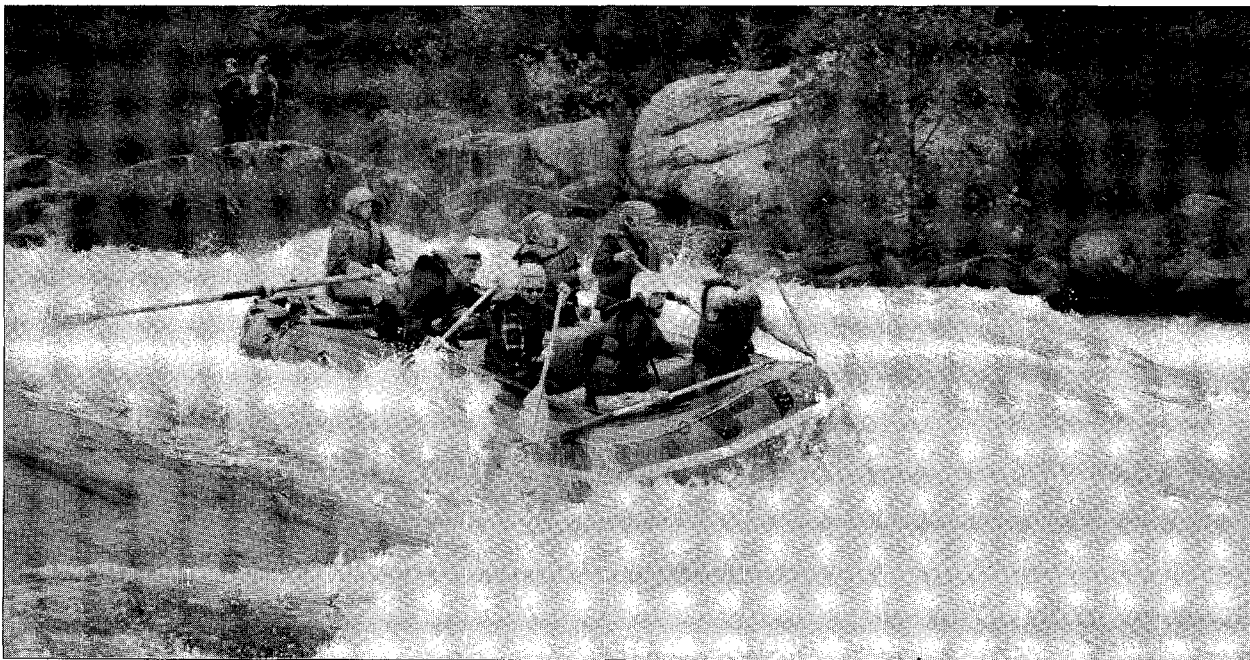
Advances in communications and electronics can also be a tremendous boon to outdoor

recreation. New places to go and new activities can be arrayed over television screens and on computer networks to help people make better choices of destinations and learn new skills prior to arrival.

The purpose here is not to make a complete list of new and exciting equipment available for outdoor recreation. Instead, it is to bring to life the fact that equipment exists and is continually being developed that will improve the recreation experiences for enthusiasts in virtually every activity and that tremendous advances have been made in matching the desires of recreationists with available opportunities.

## **Politics**

What do Congress or the President or elected state and local officials have to do with the future of recreation? Plenty! Government influences the condition of the roads we travel to get to our recreation sites and the type and cost of fuels available. Government prescribes allowable activities in wilderness and determines the maximum number of users allowed to use any particular site. Government appropriates money to buy new areas and to maintain existing ones and it defines the conditions under which private interests can furnish recreational services on public lands. Government can significantly devastate or assist an industry by changing oversight regulations or the tax code. These are only a few examples of government's reach. It is a pervasive force in shaping the way we live our



lives and in how we enjoy our time spent outdoors.

The recreation community has a clear choice. We can bow to the intimidating complexity of political affairs in Washington and state capitols and accept and adapt to changes made in the dynamic political process. Or we can rise to face the challenge at hand and strive to influence the future of outdoor recreation for the benefit of all Americans.

Politicians want to be seen as boosters of popular, effective, action-oriented legislation. This is what makes them remembered, especially during an election year. Politicians like people who communicate good ideas and who provide convincing evidence of public interest and concern. Members of the recreation community—including employee service managers, who are well versed in not only recreation issues but business issues as well—can greatly assist their own cause by providing elected officials with well-reasoned, practical, action-oriented ideas. With this approach, recreationists have achieved numerous successes in recent years through legislation as diverse as the Farm Bill and the Intermodal Surface Transportation Efficiency Act.

### **Recreation in America Today**

Research sponsored by The Recreation Roundtable—a coalition of America's leading recreation executives—shows that most Americans share the same motivations for recreation participation. Seventy-six percent of Americans rated plain old "fun" as the key motivation for participating in outdoor recreation—followed closely by "relaxation" and "health and exercise" at 71 percent and 70 percent respectively. "Family togetherness" and "stress reduction" followed, selected by 68 percent and 66 percent respectively, and "to experience nature" rounds out the top six at 64 percent. It is interesting to note that more than half of the public says "competition" is not an important part of their outdoor recreation experiences.

Data on family and recreation indicates that two out of three Americans began their favorite activity as a child and that most were introduced to their favorite recreational activity by a family member. Sadly, the proportion of the public saying recreation was very important while growing up has declined notably since 1986 (from 32 percent to 25 percent) at least in part reflecting changes in

the American family caused by divorces, urban living and more women in the workforce.

The Roundtable's research also examined favorite recreational activities among Americans. Pleasure driving captured the number one spot at 40 percent. Swimming and picnicking followed at 37 percent and 33 percent respectively. Fishing just barely beat camping for fourth at 26 percent to 25 percent. And bicycling was number six at 22 percent. The typical American participates in three or four of these activities annually. Fishing is the overwhelming favorite activity of men (19 percent versus 7 percent of women). Swimming tops the favorite list of women (12 percent versus 6 percent of men). More men than women are enthusiastic about golf (9 percent to 3 percent), and pleasure driving and camping are both popular at nearly equal rates among men and women.

Two-thirds of all Americans participate in outdoor recreation activities each year and half do so at least monthly. Men, the affluent and college graduates are likely to be the most frequent participants in outdoor recreation. Data also clearly indicates that oceans, lakes and rivers lure Americans to their shores—40 percent chose these destinations for vacations in 1994. Federal and state parks and forests are also an attraction—accounting for another 38 percent of vacation destinations. Most Americans anticipated that their 1995 recreation activities would continue at about the same rate as in 1994, but 22 percent expected to increase activities. Just 6 percent forecasted a decline.

In short, Americans enjoy a wide spectrum of recreation opportunities and are definitely participating in outdoor recreation. They have favorite activities and favorite places for outdoor fun. They are also generally content with the quality and availability of recreation areas.

But while recreation in America is showing some very positive trends, some barriers do exist to participation in outdoor recreation. The chief barrier is time—or more accurately the lack of discretionary time. The number of people citing time as the major hurdle to participation was double the number who cited money. Lack of interest is another significant barrier—22 percent of all Americans point to this as a major factor. This barrier of apathy is likely to become more common as Generation X evolves into a more influential part of society. Financial cost is third on the list of




barriers—but only 16 percent of the respondents see money as a major deterrent.

### **Recreation in America Tomorrow**

The future of recreation in America depends on the actions taken by the recreation community today. The four primary factors that formed the framework for recreation, the “Four Ps” must each be evaluated individually and as a whole to determine what steps should be taken to promote and enhance outdoor recreation.

With all of the “good news” indicated by The Recreation Roundtable’s research, it would be easy for the recreation community to simply maintain current programs, based on the assumption that what has worked in the past will work in the future. However, adopting a “status quo” attitude would be a serious mistake and would certainly hurt recreation in the long run.

Each of the “four Ps” represent a dynamic entity. People change from generation to generation. Places for recreation are altered by changes in use patterns, human innovation and natural forces. Product lines change by the season. Politics, of course, change with each election (and sometimes more frequently).

As we move into a new millennium we face many immediate challenges—and, no doubt, several more which lay just over the horizon. It is important that the recreation community tackle these challenges with a single voice and maintain the same energy and enthusiasm used in the past as together we shape the future of Recreation in the New Millennium. 

*Since 1981, Derrick Allan Crandall has been President and Chief Executive Officer of the American Recreation Coalition, Washington, D.C., a key national federation of recreation interests.*

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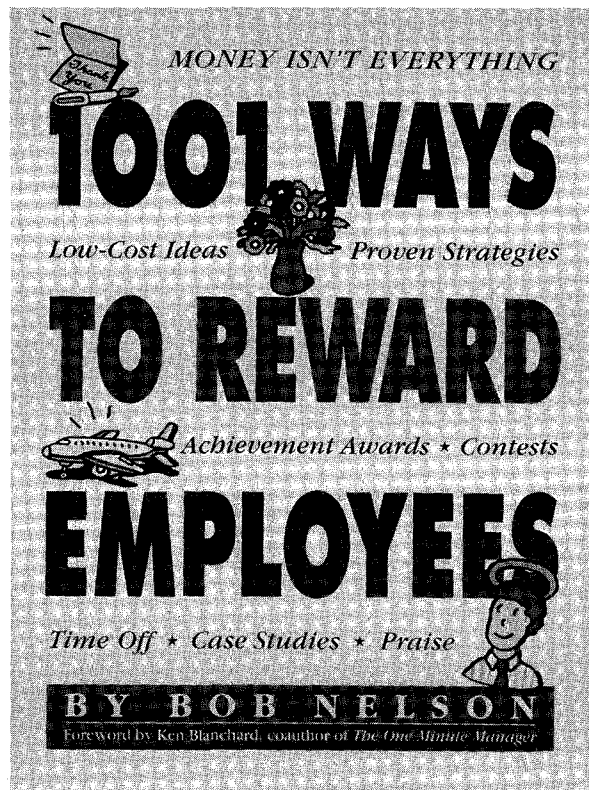
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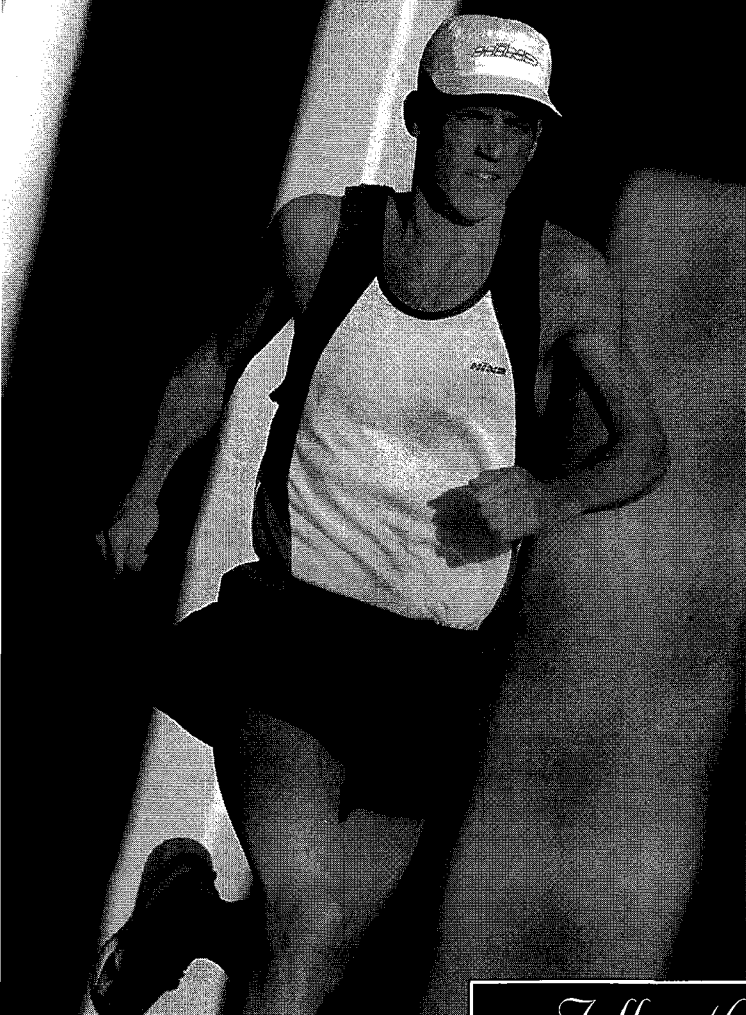
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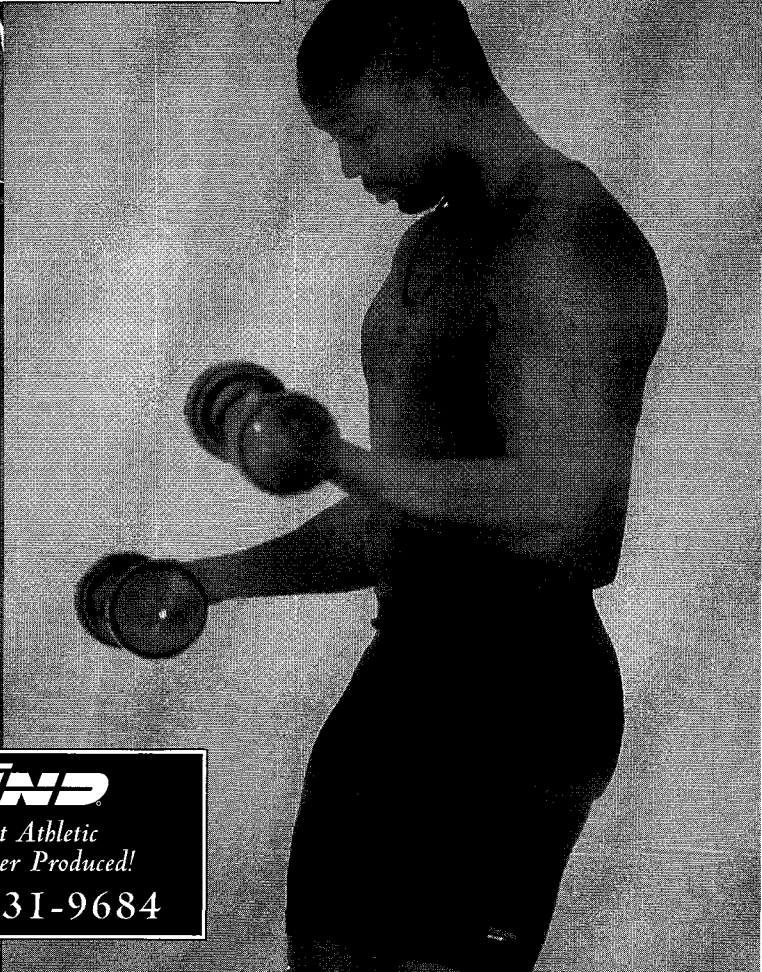
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# Challenge Courses

## *Build Stronger Working Teams*

by Carol Steinfeld

**Walking tightropes,  
climbing 35-foot poles  
and solving group  
puzzles teaches  
employee groups how to  
work better together.**

**B**efore trying to climb "The Wall" at Texas-based Brinker International's challenge course, restaurant manager Gina Griffin thought scaling the three-story-high, slightly concave wall should be a cinch: After all, she was in good shape and determined.

Focused on the personal victory of reaching the top, Griffin doggedly worked her way up using the handholds. "But I was worn out two-thirds of the way up," she says. "I couldn't do

it." Afterwards, she realized, "If I had refocused—not thought so much about *me* and the wall—and listened to the advice of the people on the ground below me, I could have



*Navigating the low ropes course at the Greenkill Conference Center, Huguenot, NY.*



done it. But I had gone in with a cocky attitude."

Since that day three years ago, she has scaled the wall twice. "It made me realize that my personal success really does depend on other people."

Griffin says the experience was an easy one to apply to her workplace, Chili's, a restaurant in McKinney, TX. "At the

restaurant, we all have to work together as a team to make our customers happy. There's no getting around it. The success of each of us is dependent on the other."

More and more companies are learning that having their work groups navigate a course of mental and physical challenge activities can teach them worlds about working together in the work setting. And that can translate into better team relationships, group dynamics and cooperation, communication—and profits.

"Challenge courses"—or "cooperation courses," as they're sometimes called—typically consist of a "low-elements course," a "high-elements course," a series of team problem-solving exercises and sometimes a climbing wall or another singular challenge. Like a mini-Outward Bound experience, the coursework involves

mental and physical challenges requiring strong individual and team skills. At some courses, a "facilitator" leads the group through the activities, stopping between each to discuss how the group worked together.

Kit Huggard leads groups of professionals

from the Glens Falls, NY area through a challenge course twice a year as part of a Chamber of Commerce seminar on the Glens Falls area. This year, the group used the course at the Silver Bay Association, a YMCA conference center in New York's Adirondack region.

"The course really draws the group together and introduces them to thinking about leadership," Huggard says. "Afterwards, we analyze the experience—it reveals a lot about a person's leadership style. We discuss who clarified, who summed up, who took whatever role. We all end up realizing we have strengths we never knew we had."

"At the end, there's always a sense that we've gone through this and lived," she adds.

### The Elements

Huggard's favorite component is "The Web." For The Web, the group faces a spider web of rope strung between two trees. The challenge is to get the entire group through the web, without touching the web, using each gap in the web only once. "People have to let go to do the Web," Huggard explains, "You have to allow yourself to be hoisted into the air and put through the ropes."

Other elements, according to Silver Bay's Program Director Mark Rutkowski, include "The Beam," which requires each group member to get over a six-foot-high beam between two trees without aids (other than help from their team members). Once a participant is over the beam, s/he cannot help those who are not, except by spotting them.

For "The Islands," a "shipwrecked" group must travel from a large "island," which is sinking, to two successively smaller ones using only the ship's "plank" (a board). The plank, however, is not quite long enough to serve as a complete bridge between the islands. If participants touch the "shark-infested waters" around the islands, they must start over.

"The mental challenges are really popular with the groups," Rutkowski says, "Besides being fun, they allow people who typically aren't leaders at work to take on leadership roles." These components (sometimes called Project Adventure—a brand name—at some facilities) get the team strategizing together. "They are mental and physical tasks that cannot be completed without the help of the entire group and thereby foster teamwork skills," he says, "At Silver Bay, it helps that

**Griffin says the experience was an easy one to apply to her workplace, Chili's, a restaurant in McKinney, TX. "At the restaurant, we all have to work together as a team to make our customers happy. There's no getting around it. The success of each of us is dependent on the other."**

they are conducted in a beautiful and peaceful woods setting—totally opposite from the work environment. Participants let their hair down. And it helps put things in perspective.”

Some facilities conduct a “debriefing” session after each activity. During the debriefing, the group discusses with the facilitator how they decided to solve the problem, who took the lead, who held back and how they can do better in the future.

In addition to a series of these kinds of fun problem-solving components, challenge courses typically feature low elements and high elements courses. Groups of as many as 12 navigate each course at a time.

A high elements course is a series of rope-based activities suspended 25-35 feet in the trees. Course participants are held secure with harnesses and a system of ropes and pulleys. “The goal is to challenge the person to tackle his/her fears or a business decision or learn to lead a group. With the high ropes course, we’re trying to push people out of their comfort zones,” says Roger Abramson, director of the Greenkill Conference Center in Huguenot, NY. About a quarter of Greenkill’s conference groups elect to use the high ropes course. “It’s usually an individual challenge, but the group support builds group cohesiveness.” The goal here is to face risk.

A low ropes course, which is only three to four feet off the ground, is a less challenging and less costly alternative to the high ropes course for the user. Unlike the high ropes course, the whole group is involved when one person is navigating the course. The group’s responsibility is to spot the person on the elements.

A climbing tower or wall is an individual challenge element that may be a final optional element for the group.

Wayne Bibbee of Brinker International, which operates several restaurant chains, says his company was so happy with the results of sending work groups to Camp Grady Spruce, a YMCA facility outside of Dallas, that the company decided to build its own course for its use and other companies’. Since its installation five years ago, usage has doubled. “Ninety percent of the managers who come here with their groups are trying to foster awareness of good group dynamics. The others are seeking to communicate better or to identify some emerging leadership.” A few other clients simply use the course as part of their wellness programs, he says.

Although Bibbee still leads some work groups on Outward Bound trips, usually a five-day wilderness challenge experience, he says more companies are turning to challenge courses. “The main factor is convenience. People do not have much time to spend away from the office.”

Steve Lamoreaux, a supervisor at Masterman’s, a Worcester, MA based distributor, brings about half of his company to the Worcester (MA) YMCA’s challenge course every year. “We have a lot of people in



*The low ropes course at the Greenkill Conference Center in Huguenot, NY offers many challenges.*

## What to Look For

Four elements to look for when shopping for a challenge course program are:

1. **References:** Ask the course director for the names of some past users of the course.
2. **Safety:** Ask how the course is maintained and when it was last inspected.
3. **Qualified facilitators:** Facilitators should have some education in group dynamics and development, not just the mechanics of the course.
4. **Facility:** Some facilities, such as the Silver Bay Association and the Greenkill Conference Center, are set on large campuses with woods, lakes and recreational facilities that enhance the challenge course experience and help employees relax.

*Based in Concord, MA, Carol Steinfeld is a freelance writer and editor and a publications specialist for Kendall & Company, a marketing communications firm.*

different departments who wouldn't otherwise meet each other. People who work in the warehouse don't get a chance to meet the people in sales. With the course, they spend a whole day learning teamwork skills together," he says. "Afterwards, friendships are built and more people know each other by name."

## Preparing For a Course

Before leading a group through a course, a manager should sit down with the director of the course or a course facilitator to discuss the specific goals the company is trying to achieve with the group. "Inform the director about personality issues, factors that are causing tension in the group and the types of results the group is expected to produce," suggests Silver Bay's Rutkowski. "This information will allow the course director to design a day of elements that emphasize the types of skills and the mind-set the group needs to fulfill the company's expectations."

## How to Find One

To find a course near you, start with your telephone book or contact local YMCAs and nonprofit conference centers, many of which have challenge courses. Many courses are at YMCA facilities and other such facilities that already have leadership expertise on staff. The Silver Bay Association, for example, not only serves conference groups, but runs programs for those who want professional instruction in a wide variety of areas—physical, mental and cultural.

## For more information, contact:

- The Silver Bay Association, Silver Bay, NY: (518) 543-8833
- The Greenkill Conference Center, Huguenot, NY: (914) 856-4382
- Brinker International, McKinney, TX: (214) 770-9410
- Camp Grady Spruce of the YMCA of Greater Dallas: (214) 319-9944
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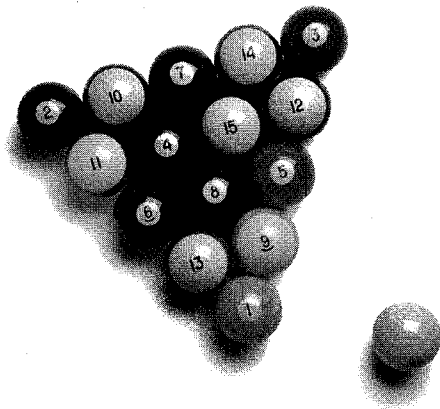
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# Team Up

## *Surviving Corporate's Changing Environment*

by David M. Dale, M.S., CESRA



**T**he motivation to change comes from a dissatisfaction with the way things are. It is by definition a painful process. In spite of the difficulties inherent in change we must learn to embrace it. If we do not learn to accept and embrace change, we take the risk of stagnating and being left behind. Resisting change only makes it more difficult. Resistance increases stress on ourselves and on those around us. It creates tension between ourselves and our organization. Furthermore, it reduces our ability to put constructive effort into the

areas where we can succeed and grow, and nobody wins.

One of the major changes going on in corporate America is the change from traditional management structures to team organizations. Previously behaviors in the traditional management structure included:

- leadership
- analysis
- judgment
- delegation
- control
- one-way communication
- technical/professional knowledge

Arrangements for work systems were set by management creating a very

autocratic atmosphere.

Today, behaviors in the team environment include:

- leading through vision
- values
- building business partnerships
- championing continuous improvement
- facilitating team performance
- empowering
- coaching and counseling
- facilitating learning
- job design
- building trust

### **From Traditional to Team Approach**

To move from a traditional management structure to a team

environment you must need to know where you are before you can go forward. To succeed in the future you are going to need to operate as a team. There are three analogies of the common management structure: the gladiator analogy, the track team analogy, and the basketball team analogy. If management structure is working as a gladiator, departments view each others' successes as making them look bad. This can lead to counter dependent action such as not helping each other, or worse, even purposely sabotaging others' efforts by withholding support. The

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mind-set is "if I'm not getting ahead, you're not getting ahead." Gladiators succeed by eliminating other gladiators. The gladiator management system diverts creative energy from competing in the marketplace. It wastes internal resources and the overall organization may lose—even go out of business eventually.

Many organizations may function like a track team. On a track team the teammates run separate events and tally up the score at the end. When an organization functions in this way, the teammates work as independent silos where work production flows up and down within their department but departments are not concerned with what is going on around them. Their only concern is what is going on within their piece of the organization. Their mind-set is "you do your job and I'll do mine." With this type of function, there is poor communication between silos (departments). You aren't able to readily optimize all profits and optimize the synergies between interdependent functions. There is loss of optimization with a track team mind-set.

You want to operate like a basketball team. On a championship basketball team teammates help each other out. They play to each other's strengths and individual accomplishments take a backseat to the overall team performance. The basketball analogy illustrates the importance of interdependent collaboration in achieving the common goal. Interteam collaboration is critical to ensuring that everyone wins. Sometimes it may even mean that you or your area may have to make a sacrifice so that the team wins. With the basketball team mind-set, "I'll play to your strengths so that we can be a successful team," is the overriding theme. The sum of the whole is greater than the sum of the parts. Greater synergies among individuals in involved departments is created.

What is the difference between a group and a team? A group is several individuals doing their jobs in the same location, department or company, but a team is a group of people working together to achieve a common goal or purpose.

There are six factors related to team success.

1. **Purpose** is the reason for the team's existence, its direction, identity and focus. A team with a purpose can concentrate on important issues and direct its time and resources toward specific goals. Purpose answers the question "why have we formed a team?"

2. **Process** is the established method, systems and procedures a team uses to accomplish its work. Process can be a series of steps or operations that the team uses to reach a goal or complete a task or it can refer to the technical or interpersonal skills that people need to do their jobs.
3. **Communication** is the exchange of ideas, information and feelings in a way that respects others and acknowledges their need to be included and involved. It is more than just talking.
4. **Commitment** is harder to observe than other factors because it is such a personal feeling. Consider a team committed when its members believe they own a situation, solution or system.
5. **Involvement** means sharing talent, skills and knowledge with people in and outside the team. Involvement encourages commitment.
6. **Trust** is when team members know they can rely on each other. It's their willingness to believe in the intentions and motivations of people inside and outside the team. Imagine how paralyzing it would be to work everyday with people you don't trust. Trust is the key issue in developing a strong, productive team.

Let's take a trust reality check. Do you sometimes find yourself:

- assuming someone is going to refuse your request
- deflecting blame to someone else
- economizing trust by not telling the whole story or giving all of the information that you have
- forcing decisions on friends that favor you at the expense of others
- refusing to make commitments that could put you at risk
- talking behind people's backs
- breaking confidences
- not following through on actions you say you will complete or resources you say you will provide
- supporting employees one day and leaving them stranded the next
- hiding problems from employees by talking around the issue or sugarcoating it

### Essential Elements

Trust is so difficult to develop within a team, but yet it is easily destroyed. How can you rebuild trust? Ask an employee you trust and respect to approach you when you start to

fall into a trust trap. Follow-up to show you understood the situation. Let the other person do most of the talking. When appropriate, acknowledge that you don't have all the answers. Ask others for feedback and then use their feedback. Tell and show people that you have confidence in their abilities.

What's important in creating a functional team? Members of a team should function individually well and the performance of each person acts as a catalyst to others.

One of the most basic elements of teamwork is this—be good at what you do. Teams need talent. The more of it you bring to the group, the more you contribute and in a very real sense you are building the team. You can't have a high powered team with low talent people, and sometimes the weakest link in the chain sets the limit on what the group as a whole can achieve. Polish your skills. Master the fundamentals of your job. A team must strive for continuous improvement. Keep getting better at your craft and you can do more to help the organization. If you level off in your learning, the potential of the overall group flattens out a little more. And teamwork always takes a hit whenever people start to lose their enthusiasm. So keep in mind unless you're competent, people really can't afford to count on you. You are best positioned to build a high trust level in a group when you bring talent to the group.

Look up all the details on your team's assignment. Nail every bit of it down so you will remember it, then play your position. It's difficult to achieve a coordinated team effort when people leave their station and stray into someone else's area. They just get sloppy and let things slip through the cracks. Teamwork by definition implies interdependence. What you do affects others. What you fail to do can cause others to fail. Chances are if you fall down on the job, you pull others down with you. If you are out of position, you may throw the timing of the entire group off. If you are careless about covering your assignment, teammates may have to abandon their duties to bail you out.

You have to question the wisdom of putting together a team made up of a bunch of look-alikes, think-alikes and act-alikes. Differences can add depth, create strengths and broaden a group and bring balance.

A dozen trumpets can't create much of a musical group. An eight person team with the very same opinions, values and viewpoints show less promise of crafting good solutions than a more diverse group could.

But diversity alone can't assure team success. You have to take advantage of it. You have to respect and use those individual differences to balance out the team to create a more cohesive unit. You have to be willing to give effective feedback and not be defensive when receiving feedback. Too often in the way we deliver feedback we alienate people, put them out of play. No one on the team deserves special treatment, but at the same time, no one on the team should be alienated from the group.

You'll never build a team by being self-promoting. You do it by fueling your teammates. Offer encouragement to your teammates. Pat them on the back, tell them what a good job they are doing. Look at their strengths rather than their weaknesses. Make it a habit to showcase others. Get excited when other people on the team pull off successes. Everyone on the team should feel as if they are an important part of that team and always share in the glory as part of the outcome.

A strong team watches out for each other. They don't rely on somebody else, for instance, the leader or whoever is in charge to crack the whip. The leader shouldn't waste his/her valuable time trying to keep everyone else in line. Sooner or later teamwork comes down to the simple matter of self discipline. Discipline means living within the rules, sticking to the standards, doing what needs to be done without having to be told to do so, even if it involves personal sacrifice so the team can shine as a whole. Be willing to take the initiative.

Discipline is also a very important component of trust. It sets the stage for reliability and dependability. Discipline fosters a precious internal integrity among teammates.

### Conclusion

In summary, highly effective teams are composed of groups of committed individuals who trust each other, have a clear sense of purpose about their work, are effective communicators within and outside the team. Make sure everyone on the team is involved in decisions affecting the group and the product of the group. The team should develop a follow-up process that helps them plan and make decisions. Team up and get the advantage of synergy.

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**A strong  
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crack the  
whip.**

*David Dale, M.S.,  
CESRA, is manager,  
recreation and fitness  
for Ashland Petroleum  
Company in Ashland,  
KY.*



# Accessibility Guidelines and Considerations for Sports Facilities

by Craig M. Ross, Kathryn G. Bayless and Jacqueline D. Puterbaugh

**T**he Americans with Disabilities Act (ADA), landmark legislation passed in the United States in 1990, has had a tremendous impact on individuals with disabilities. This legislation provides a comprehensive mandate that guarantees disabled Americans are not discriminated against in practically all aspects of life.

Before we address the specific regulations of the ADA, it is important that recreational sports administrators have a clear understanding of the purpose of this specific legislation. The Americans with Disabilities Act is not intended as a means of creating additional burdens, financial or programmatic obstacles, for administrators. Rather, it is a way to remove barriers and provide full participation, equal opportunities and accessibility to facilities, goods, programs, services and employment positions for all Americans. It requires that persons with disabilities be provided accommodation and access to goods and services within places of "public accommodation" equal to or similar to those available to the general public. Recreational sports agencies that adhere to the ADA guidelines and standards will truly enjoy an expanded participant and employee base and meet the recreational sports needs of many disabled people.

The basic concepts and ideas found in the ADA are not new. Many of the concepts, philosophy, and even the terminology, are essentially the same as the Rehabilitation Act of 1973. However, the major difference is that the Rehabilitation Act prohibited discrimination by the *Federal* government and programs, services or facilities that receive funding from the Federal government. The ADA extends the coverage to include state and local government, businesses which are

privately owned and employers with more than 15 employees.

## **Intent of the ADA**

Recreational sports administrators should first and foremost consider the benefits of their efforts to ensure participation by all members of the community. Some administrators fear the ADA will cause increased costs in new facility design and construction, additional staff and a multitude of lawsuits. On the contrary, by implementing creative and positive approaches to designing sport facilities, the ADA minimizes any additional costs and more importantly, helps integrate persons with disabilities into the community. Design accommodations and accessibility improvements for disabled participants will make sport facilities universally more accessible, safer and enjoyable for all. Suggested ADA facility improvements will have a positive impact on the general safety of participants as ramps are installed to replace steps, handrails installed on walkways, lighting levels increased and building hallways and corridors widened.

## **Disability Defined**

In enacting the ADA, Congress maintained the broadly defined term of "disability" used in the Rehabilitation Act. Under the ADA, three categories of individuals with disabilities are protected:

Individuals who *have* a physical or mental impairment that substantially limits one or more major life activities (e.g. the caring for oneself, speaking, hearing, seeing, breathing, learning or working);

Individuals that have a *record* of a physical or mental impairment that

substantially limited one or more of the individual's major life activities; and Individuals who are *regarded as having* such an impairment, whether they have the impairment or not (DOJ, 1993, p. 9).

If a person meets any one of these criteria, he or she is considered to be an individual with a disability and is protected under the Americans with Disabilities Act. The "disabled" category covers more than 900 disabilities. Specific examples of physical and mental impairments include orthopedic, visual, speech and hearing impairments, multiple sclerosis, cancer, heart disease, diabetes, HIV disease, rehabilitated drug or alcohol problems, mental retardation, emotional or mental illness, and specific learning disabilities to name just a few covered by this legislation.

### **A Brief Look at the Law**

Although the specific regulations and language of the Americans with Disabilities Act can be extraordinarily detailed, the purpose of the law is quite simple. It is a law that mandates appropriate measures be taken to provide equal access to those areas where goods and services are made available to the general public at large. These include, for example, adjusting a literature rack displaying sport entry forms, rearranging weight resistance machines, providing Braille and raised character signage on the pool deck, widening a door to a racquetball court, providing visual emergency alarms in the fieldhouse, and installing ramps to an activity area.

While the ADA does not require retrofitting existing facilities to eliminate barriers, it does establish specific accessibility requirements for facility alterations and construction of new facilities. Agencies planning new construction projects must ensure that these facilities are being built according to required standards.

It is important that the recreational sports administrator keep in mind that ADA requirements are merely minimum guidelines or recommendations that sometimes do not meet the needs of every participant in all facilities or settings. You should attempt to exceed minimum guidelines whenever applicable and appropriate. These minimum guidelines suggested for doorway widths and dimensions, fixture counts, number of parking spaces, etc. do not always meet user needs.

Unfortunately, the legislation does not provide a list of "must have" or mandatory facility options, equipment and services which can be quite frustrating if you are looking for absolutes and concrete lists. In addition, since the law is relatively new, architects and lawyers alike, are still struggling with its interpretation. Nevertheless, your ultimate goal should be to follow the letter of the law *and* place special emphasis on the spirit of the law as well.

### **Americans with Disabilities Act Accessibility Guidelines (ADAAG)**

Congress, when enacting the legislation, gave the Department of Justice (DOJ) enforcement responsibilities for compliance of the ADA accessibility standards. The DOJ, in turn, established the Architectural and Transportation Barriers Compliance Board (Access Board) for developing accessibility guidelines under the ADA to ensure that new constraints and alterations of facilities covered by the law are accessible and usable by disabled individuals. In 1991, the Access Board issued the Americans with Disabilities Act Accessibility Guidelines (ADAAG). These guidelines provide detailed information, standards and technical specifications regarding the requirements in new construction and altered facilities, specifically for designing parking areas, entrances, toilet rooms, along with other elements and spaces typically considered as part of any public accessible building.

Since recreation and sport facilities and areas have many unique features, the Access Board created a Recreation Access Advisory Committee to review ADAAG and make recommendations on design issues and constraints specific to sports facilities; places of amusement; play settings; golf, boating, and fishing facilities; and outdoor recreation developed areas. In July, 1994, the committee presented its report to the Access Board for review.

### **Civil Rights Law vs Building Code**

An important distinction that must be pointed out is that the Americans with Disabilities Act is a civil rights law and not a building code or construction law (Davis, 1994). Because of this, the ADA is the first

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civil rights law that has directly impacted the construction industry. It is a unique combination of facility design codes/requirements and civil rights. Unlike traditional building codes, there are no ADA inspectors to review compliance with the suggested ADAAG guidelines. Thus, facility design and the final product are always subject to challenge or a civil lawsuit. Not until legal precedent has been established in the courts will the impact of noncompliance be completely understood. Until that time, designers, architects, building-code officials and recreational sports administrators will all have to make difficult judgments and decisions when implementing the ADAAG guidelines. The importance of having a knowledgeable architect working in conjunction with a lawyer who understands the ADA during the design and construction stages are invaluable (Laurie, 1992). There is also a growing need to influence those in control to have an ADA representative on this group. Having this group of competent professionals can identify potential obstacles and make recommendations for possible removal before costly redesign or construction modifications are necessary. Key points to remember:

- ADA treats accessibility as a civil right...ADAAG is a guideline to provide accessibility for facilities.
- ADAAG is NOT a building code but rather a civil rights law.
- Building codes are designed to deal with life, safety or health issues and concerns.
- There is no ADA or facility accessibility inspection process.
- At this time, discrepancies between building codes and the ADAAG will be resolved in the court system.

Recreational sports administrators have an obligation and responsibility to understand the law and make sure that ADA guidelines are being met and incorporated into the design phase of the project.

**Accessibility Advisory Committee**

During the design and construction phases of the facility project, establishing a recreational sports accessibility task force or advisory committee that includes the membership of people with disabilities can provide valuable assistance in the evaluation of the facility's ADA compliance (Bedini, L.

A., Bialeschki, M. D., Henderson, K. A., 1992). While it is possible for a recreational sports staff to conduct its own assessment, barriers can sometimes be hidden to those staffs who do not have disabled employees or participants. In organizing the committee, it is especially important to contact not only those who will use the recreational sports facility but also those who do not. Also, membership on the committee should be representative of a variety of disability groups. Organizations in your community for people with disabilities, disability advocacy groups, and rehabilitation agencies can be helpful in providing names of individuals who might be interested in serving on the committee.

Once the committee has been assembled, ask members to review facility schematics and design plans pointing out both good and unacceptable accessibility design strategies. Even when construction begins, encourage the committee to evaluate the physical layout of the building as well as suggested furnishings by arranging for "walk-throughs" at the facility site. During their facility reviews, the committee should also address future operating and programming considerations.

It is also beneficial for the recreational sports administrator to identify a professional staff member who is designated as the "ADA Compliancy Officer" for the department and can serve as a liaison to this advisory committee. Regardless of who is chosen, the person should have a genuine interest in accessibility and a willingness to work with participants and staff alike in this area.

In addition to a special advisory committee, tapping into community resources is an effective way to streamline the ADA compliance process. A number of qualified groups can help identify and evaluate facility and programmatic barriers and assist in the development of low-cost alternatives to make facilities more accessible. One such group is the National Center on Accessibility (NCA). The NCA is an organization that works primarily with practitioners, users and architects of recreation and sport facilities and programs. The NCA is an excellent resource that provides technical assistance on how to integrate persons with disabilities into a recreation program, vendor suggestions for facility and program equipment, speciality information, and updates on federal regulations.

Once the facility is constructed, it is imperative that a designated recreational sports

staff member solicit responsible feedback from participants with disabilities on an ongoing basis. It is important that participants know there is a contact person on staff who is designated to be their advocate for accessibility issues and concerns. This is necessary to ensure that the facility's original ADA compliance plan has been successful in developing full recreational sports services and programs for all patrons with disabilities. The detection and removal of physical barriers during the construction process does not always ensure that new accessibility obstacles may not develop at a later time.

### **ADA Compliance**

The ADA stipulates that all new facilities whose first occupancy was after January 26, 1993 and whose building permits were issued after January 26, 1992 must be in full compliance of the law when completed. "Consideration of the ADA issues in the construction of a new facility is surprisingly much simpler than the review of an existing facility" (Sullivan, 1993). After January 26, 1992, most of the architect and general contractor contracts should have a clause specifying the architect's or contractor's responsibility to make the project comply fully with the provisions of the ADA. Your attorney or architect's office can assist in drafting the language of the contract, but the main point is to shift the burden of technical compliance from the agency and you to the experts responsible for design, supervision and construction of the project. Once this is accomplished, your role as the recreational sports administrator is to ensure that the terms of the contract are followed, which is not always an easy task.

A key concept to remember is that most architectural barriers in a sport facility can be overcome with some creative problem solving and ingenuity. However, it does require a full understanding of the ADA law and its implications and the ability to think creatively with an open mind about solutions to accessibility problems. During the design and construction stages it is essential that sport programming accessibility concerns are addressed.

Since the ADA is a civil rights law and not a building or construction code, architect and design specialists are hesitant to accept the role of an expert as they would do when dealing with building code compliance (Anderson, et.

al., 1995). Because of this factor, the ADA requires effective coordination and a joint "good-faith effort" by recreational sport administrators, facility managers, designers and legal experts. It is also strongly recommended and encouraged that professional assistance be obtained in every aspect of the compliance process before a final resolution is determined.

### **Preliminary Planning Stage**

Before beginning the planning stage, the recreational sport administrator should be proactive in approaching the implementation of the accessibility plan. This begins with the site selection and extends through the building design into the selection of office furnishings and sport equipment. Achieving universal access requires close teamwork by the administrator and architects. This in turn, demands an understanding of the planning process as well as having a clear understanding of the ADA guidelines. Take the necessary time to read the ADA. At this stage, the ADA Handbook is a worthwhile addition to your agency's library.

### **Planning and Design Development Stage**

During the project planning and design stage, the ADA will effect decisions that involve not just architectural design problems, but also many related legal and risk management issues. This is a crucial time in the planning process when compliance with the ADA is first addressed. During this stage, the architect draws the plans showing how the program document will look as a facility. Accessibility must be an important objective that is established early in the stage and is carefully monitored throughout the design process until construction is completed. A variety of alternatives should be sought in this stage and judgments between what is desired and what is realistically achievable should be resolved.

Ensuring that a recreational sports facility project really works requires not only evaluating participants' needs and preparing a carefully detailed facility program, but also performing reality checks on the work of the architects and designers. Because many items require professional expertise, a trained architect or engineer can identify non-compliance items much more quickly and efficiently than a less technically-trained




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person, as well as assist in developing cost-effective solutions. Also, a disabled participant from the advisory committee can provide excellent feedback and recommendations.

## Conclusion

The ADA calls for universal access to all public facilities including sport facilities. Recreational sports agencies engaged in the facility planning process should welcome this opportunity to make sport facilities and programs accessible to everyone. In many instances, peoples' attitudes (Johnson-Freeman & Gambino, 1989) can be a greater obstacle than the steepest path or sharpest turn if those attitudes are negative. Negative attitudes about people with disabilities exist for a number of reasons. In many cases, these negative attitudes, which can result in discriminatory practices, are usually due to a lack of exposure to people with disabilities and a lack of education.

When developing an accessibility philosophy and plan for the new facility, it is the recreational sports administrator's responsibility to instill two basic principles with everyone involved in the sport program. First, ALL people have a right to participate in recreational sports programs and facilities. Second, people with disabilities are people first, and disabled second. The right attitude is essential in meeting the needs of all people.

From the first day they are opened, new recreational sports facilities should be in compliance with the ADA. By taking the initiative, being proactive, involving persons with disabilities in committee reviews, and keeping attuned during the planning and construction phases, we show that we truly care for all of our participants, not just the physically abled. 

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Jacqueline D. Puterbaugh is associate director of Recreational Sports at Indiana University.

## For More Information.....

Some excellent resources are available to assist you in the ADA education and review process:

Recreation Access Advisory Committee  
"Recommendations for Accessibility Guideline: Recreational Facility and Outdoor Developed Areas," July, 1994. To order: Access Board, Recreation Report, 1331 F. Street, N. W., Suite 1000, Washington, D.C. 20004-1111, or call (800) USA-ABLE.  
Federal Register, Department of Justice, 28 CFR Part 36, "Nondiscrimination on the Basis of

Disability by Public Accommodations and in Commercial Facilities," July, 26, 1991.

Federal Register, Department of Justice, 36 CFR Part 1191, "Americans with Disabilities Act Accessibility Guidelines for Buildings and Facilities" (ADAAG), September, 21, 1994. To order, call the ADA Hotline (202) 514-0301.

National Center on Accessibility, 5040 State Road 67 North, Martinsville, IN 46151, (800) 424-1877.

National Employee Services and Recreation Association, 2211 York Road, Suite 207, Oak Brook, IL 60521-2371, (708) 368-1280. Ask for the Fitness Facility ADA checklist.

Recreation Access Advisory Committee (1994). *Recommendations for Accessibility Guideline: Recreational Facility and Outdoor Developed Areas*, Washington: Access Board.

## Agency Hotlines

Department of Justice: (800) 514-0301.

Architectural and Transportation Barriers

Compliance Board: (800) USA-ABLE.

Equal Employment Opportunity

Commission: (800) 669-3362.

Regional Disability and Business Technical Assistance Centers: (800) 949-4232.

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# Computer Accessories Can Have Giftware Appeal

by Christopher D. Gigley

**Software and accessories are helping home computer users adapt their machines to the home environment. Could this be the employee store's chance to get a piece of the lucrative computer market?**

*Note: This article is reprinted with permission from the February, 1996 issue of Gift & Stationery Business published by UN Miller Freeman, where it appeared under the title, "Personable Computers"—Although it is written to gift retailers the essence of the article can be applied to employee stores.*

**F**or many consumers across the country, computers are intricate parts of their lives. Their computers are checkbooks, calculators, game boards and encyclopedias. And the more time people spend using computers, the more they want to personalize their machines with accessories.

Although computers and computer accessories were two of the hottest gifts this past Christmas, these items were found almost exclusively at mass-merchant or specialty computer stores. The gift industry remains relatively uncharted territory for computer-accessory manufacturers.

For gift retailers who are looking to expand their profits, it makes no sense to disregard computer accessories as potential money makers. After all, most of the products found in gift stores are reflective of tastes and lifestyles and since the debut of television, nothing has had more of an impact on the way people live than computers.

## **Find: Computers and Statistics**

I used my own computer at home to dredge up information indicating how important computers are to consumers. According to Channel Marketing Corp., a Dallas-based research firm, up to 20 percent of consumer personal-computer (PC) sales are for homes that already have one. IDC/Link Inc., a market research firm in New York, found that about 39 percent of U.S. households now have a PC and those households average 1.2 PCs per home. The firm predicts there will be as many as 2.3 PCs per home by the end of the decade.

Dataquest Inc. turned up similar findings. It forecasts that 15 percent of U.S. households—from all income levels—will buy a PC next year. More than half (52 percent) who are buying their first computer earn less than \$40,000. Those who will buy a second or replacement PC make more than \$40,000.

International Data Corporation estimates that 22.8 million computers were shipped in 1995, which is 32 percent more than the record setting '94. As more people own computers, the more they will be shopping for mousepads, screensavers and other accessories to dress up their machines.

▼  
**Hess**  
**predicts that**  
**more**  
**products will**  
**arrive on the**  
**market that**  
**will make**  
**computers**  
**seem more**  
**like home**  
**accessories**  
**and less like**  
**imposing**  
**machinery.**

### **Search: Computer-Related Merchandise and Gifts**

At the Container Store, a chain of 15 home organization stores, merchandisers are planning to triple their assortment of home-office storage items. The boom in demand for computer accessories is part of the reason why.

"We've had (requests) for years, but until last year a lot of manufacturers had not woken up to the idea," admits Sharon Tindell, executive vice president/merchandising for The Container Store. "Now we have so many more options available for portability, fun and color. Companies have new items we've never had to deal with before."

According to Tindell, the growing demand for computer accessories goes beyond just computers. People are setting up whole workspaces for their computers and are reorganizing general space to make room for all of the accessories.

Although Tindell's comments suggest that the computer industry is on the cusp of spreading out into new markets, the gift industry has thus far had relatively little to work with in terms of giftable computer accessories. One computer-accessory pioneer in the gift market is Manticore Products, Inc., producer of Gallery Mousepads.

Scott Hess, director of marketing at Manticore, perhaps puts the crossover barrier between the gift and computer markets in the best perspective when he discusses his company's mousepads. "People who buy computer products think they're buying equipment," he explains. "We're a gift item—more like a home accessory. Consumers are in the mood to buy gifts when they buy our pads."

Mousepads, adorned with lively colors and familiar artwork, provide a stark contrast to the usually drab and neutral colors of many of today's computers and office equipment. But, as the statistics above indicate, computers are anything but impersonal business machines to their users and slowly manufacturers are realizing it. Witness new computer monitors that come framed in blue, green or yellow.

Hess predicts that more products will arrive on the market that will make computers seem more like home accessories and less like imposing machinery. His forecast is already materializing in this

category. An assortment of other companies have introduced nifty mousepads, including O.R.E., Tudor Graphics, Inc. and Fellowes.

According to Fellowes' Maureen Moore, the company sees the gift market as a new distribution channel, although its current presence is minimal. "I think what is causing the growth of computer accessories is technology," she offers. "The whole way society communicates has changed. People use a computer and print something out. It's the stationery of the future."

Moore says Fellowes is addressing the gift market through licensing because licensed products possess the social-expression aspect. The company has discovered that consumers want products such as Olympic Summer Games mousepads and Homer Simpson wrist rests in their homes and their offices.

For now, however, Fellowes is feeling out the gift market, labeling it as a targeted area for its national sales force. Perhaps this is the best approach, given that it has typically taken time for gift store customers to latch onto what few computer accessories gift stores have stocked.

Customers of Red Marq, two gift and stationery stores in the Orlando, Florida area, were slow to respond to Gallery Mousepads, but it was worth the wait for co-owner Michael Redwine. He says that during the last six weeks of '95, his store sold 48 pads per week, which made them his third-highest selling item in the gift category.

"I think when they came into the store, people were surprised that we carried the mousepads," says Redwine. "When I work the (shows) I'll be looking for other related products. I'll look for things that are different."

### **Go To: Merchandising**

Inevitably, the market will gradually fill with computer-related giftware, which will give you a better chance of stocking merchandise that is different from the items in office superstores, mass merchants and computer-specialty stores.

But even if office superstores or mass merchants carry the same product, specialty gift retailers could probably get away with selling those items if they are clever with merchandising. As Redwine explained, customers don't expect to find computer-related merchandise in a gift store. Products that have been on the market for months could be refurbished by a new, visually splendid gift-store environment.

According to Jami Terry, a buyer for Rizzoli bookstores, computer accessories sell well in the chain's gift departments. She says Rizzoli carries mousepads, screen frames and a few other accessories, but they all fit into the art driven selection and old fashioned library look of the store.

Terry also knows Rizzoli's clientele. "Most of our stores are in urban areas," she says. "We attract people in the fields of architecture and design, and people in those areas are likely to be computer literate."

Even though some computer-accessory suppliers deal almost exclusively with home office and computer specialty stores, most agree that gift retailers are at an advantage because of their merchandising prowess. A visit to an office supply store is generally not a feast for the eyes and computer stores often lack the comfort quality that many gift stores have.

Hess uses the "deer in headlights" analogy when he talks about trips to the computer store. With all of the technological know-how needed to operate much of the equipment in these stores, some customers aren't sure how to shop.

"In some ways, the lack of sophistication in the gift market is on pace with the lack of sophistication in the general market," reasons Hess. "In a gift store, people shop with great abandon because they know the product. In computer stores, people are terrified."

#### **Access: Future**

Even the fastest and most powerful computer in the world can't predict the future, but the odds are good that computer accessories will be profitable for gift stores. Computers are gradually becoming functional home accents and people love to accessorize.

If you look at what accessories cost compared to computers, it's a much smaller percentage, says Moore. "That drives the sales of accessories."



## **Free Facts**

For more information on the products/ services advertised in this magazine, call or fax your request for more details.

### **Alamo Rent A Car.....23**

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### **Executive Tour & Travel Services, Inc.....CIV**

(800) 272-4707, (904) 255-3393,  
(904) 255-1292 FAX

### **Hind, Inc.....17**

(800) 631-9684, , (805) 544-8555,  
(805) 544-6536 FAX

### **Florida Vacation Station.....CII**

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(407) 354-2109 FAX

### **St. Moritz on the Park.....22**

(800) 221-4774

### **Radisson Aruba Caribbean Resort & Casino.....15**

(800) 333-3333, (011) 297-8-63260 FAX

### **Windmill Inns of America.....7**

(800) 547-4747, (541) 482-4481,  
(541) 482-6841 FAX

# Buyer's guide update

**Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1996 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.**

▼  
**American Design Studios, Inc.**

6353 Corte Del Abeto #106  
Carlsbad, CA 92009  
(619) 438-8880  
(619) 438-8488 FAX  
Contact: Bob Vitro

Apparel manufacturers supplying better quality adult and children's wear with a full-service graphics design team and providing embroidery and printing services.

▼  
**American Harvest**

4064 Peavey Rd.  
Chaska, MN 55318  
(612) 448-4400  
(612) 448-3864 FAX  
Contact: Deb Watnaas

NESRA members receive 20-30 percent off suggested retail pricing on American Harvest's most popular products and accessories from our housewares and fitness product lines. American Harvest promotes a healthier lifestyle with food, fun and fitness! Call for more information.

▼  
**Bennett Brothers, Inc.**

30 E. Adams St.  
Chicago, IL 60603  
(800) 621-2626  
(312) 621-1630  
(312) 621-1623 FAX  
Contact: Judy Paoli

Bennett Brothers' Choose-Your-Gift program offers 13 price levels from \$16 to \$1,000. Forty or more brand-name selections in each level. Full-color gift books and prompt fulfillment. Bennett Brothers established since 1900.

▼  
**Blair House Suites**

344 E. Desert Inn Rd.  
Las Vegas, NV 89109  
(800) 553-9111  
(702) 792-2222  
(702) 792-9042 FAX  
Contact: CeCe Knapp

The Blair House Suites is an all-suite property two blocks from the strip and two blocks from the Convention Center. NESRA member rates \$45 weekday and \$65 weekends.

▼  
**Brink's Home Security**

1628 Valwood Pkwy.  
Carrollton, TX 75006  
(800) 2-BRINKS  
(214) 919-8612  
(214) 919-8958  
Contact: Lori Eiauthier

Brink's has been synonymous with security for over 135 years. Now have Brink's Home Security as part of your employee discount program. Brink's will provide a discount on a truly affordable professionally installed residential system. Call our 800 number for more information.

▼  
**Collette Tours**

162 Middle St.  
Pawtucket, RI 02861  
(800) 972-7373  
(401) 728-3805  
(401) 727-4745 FAX  
Contact: Michael Daly

Established in 1918, Collette Tours is a family-owned business offering quality escorted tours to exciting destinations around the world. Each Collette tour includes accommodations, many meals, sightseeing, entertainment, most gratuities and taxes and the services of Collette's professional tour guides.

Collette specializes in both active and retiree group travel from 5-day getaways to San Antonio, to 23-day adventures throughout Australia and New Zealand.

▼  
**HoneyBaked Ham Company (The)**

11935 Mason Rd.  
Cincinnati, OH 45249  
(513) 583-9700  
(513) 583-4190 FAX  
Contact: William Donnelly

The HoneyBaked Ham Company is a family-owned and operated company offering fully cooked bone-in, spiral-sliced gourmet hams and other quality meat products, HoneyBaked brand condiments, deli items and party trays.

▼  
**Island One Resorts**

2345 Sand Lake Rd.  
Ste. 100  
Orlando, FL 32809  
(800) 892-7523  
(407) 363-7475  
(407) 354-2109 FAX  
Contact: Kevin Quinn

Island One Resorts—Orlando's premier collection of themed resorts. You'll find a world of ways to relax and have fun—vacation after vacation and only minutes away from a myriad of attractions



including Walt Disney World, Universal Studios and Sea World.

▼  
**Henry Ford Museum & Greenfield Village**

20900 Oakwood Blvd.  
P.O. Box 1970  
Dearborn, MI 48121  
(313) 271-1620  
(313) 271-1210 FAX  
Contact: Vicki Lumetta

America's largest indoor/outdoor museum tells the story of the country's evolution from a rural to an industrial society. "The Automobile in American Life," a multimedia study of car culture in the U.S. headlines the museum's exhibits on transportation, communication, household furnishings and entertainment. Visitors to the village can tour the historic homes and workplaces of such famous Americans as Thomas Edison, Henry Ford, George Washington Carver and the Wright Brothers. Enjoy horse-drawn carriage rides in summer and winter sleigh rides.

▼  
**Leisure Quest, Inc.**

P.O. Box 12580  
Scottsdale, AZ 85267  
(602) 502-0026  
(602) 502-2833 FAX  
Contact: John Ricks

Leisure Quest, Inc. is a full service marketing research-based consulting & training firm. Our unique quality of life seminars and keynote presentations enhance personal satisfaction, fulfillment and achievement

in both work and leisure through The Power of Play™.

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**Marketing Innovators International, Inc.**

9701 W. Higgins Rd.  
Rosemont, IL 60018  
(847) 696-1111 ext. 698  
(847) 696-3194 FAX  
Contact: Laurie Donahoo

Marketing Innovators® is a full service incentive company providing effective performance planning and fulfillment of incentive, certificate and

travel programs. We provide program and rule development, campaign communications, award fulfillment and management support services.

▼  
**Quality Suites Hotel/USF**


3001 University Center Dr.  
Tampa, FL 33612  
(800) 786-7446  
(813) 971-8930  
(813) 971-8935  
Contact: Lisa Reilly

Quality Suites Hotel at Busch Gardens offers 150

two-room suites, including two remote control TVs, refrigerator, microwave, in-room coffemaker, recliners, stereo and much more. Your special NESRA rate includes free "hot" full American breakfast each morning and free cocktail reception 4-7 p.m. daily.

▼  
**Salons USA**

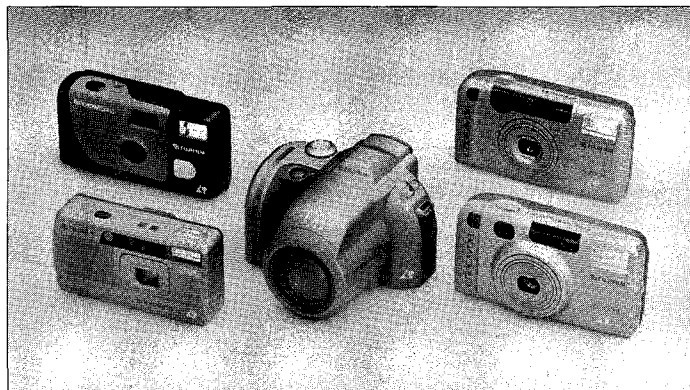
1001 Green Bay Rd.  
Winnetka, IL 60093  
(800) GO-SALON  
(847) 441-7225  
(847) 441-7416 FAX  
Contact: Tamara Stonich

Salons USA sells salon and day spa gift certificates priced from \$35-\$300 that are redeemable across a network of salons in the United States. Convenient to order by calling the 800 number. Corporate discounts available. 

**Update your '96 NESRA Buyer's Guide and Services Directory by noting the following additions/corrections:**

- Crosby Enterprises (merchandise/discount) new phone and fax: (203) 740-2822, (203) 775-3749 FAX
- Entertainment Publications (merchandise/discount programs) new contact and new area code: Ann Howell, area code 810.
- Forever Resorts (hotels) new address/phone: P.O. Box 52038, Phoenix, AZ 85072, (602) 968-4349, (602) 968-4355 FAX
- Grand Resort Hotel (hotels) new contact: Ben Humphries
- Caesars Pocono Resorts (hotels) new contact: Cindy Ceccacci
- Radisson Twin Towers Orlando (hotels) new contact: Debi Lake, new FAX (407) 352-8556
- Walt Disney Magic Kingdom Club (family attractions) new fax number: (714) 781-1540.

## Variety of Features in New Cameras



**F**ujifilm has five Endeavor cameras for its Advanced Photo System. Designed for every level picture-taker, from beginners to advanced amateurs, the cameras bring fun and ease-of-use to photography. Housed in a high-tech titanium-gray body, the cameras offer a wide range of choices, from a top-of-the-line SLR zoom camera to an inexpensive fixed-focus lens camera.

The company also has its new Picture Plus consumer imaging service. The Picture Plus service can be utilized to provide a wide array of output options from original Advanced Photo System or conventional film, prints or digital images. One benefit of the Advanced Photo System is that photo labs will see an increase in

repeat business in the form of print reorders. By offering a full range of image manipulation and high-quality digital prints, Picture Plus print services utilizes various templates to produce personalized photos such as decorative prints, multiple prints, fun and novelty prints, photo frame prints, stylized prints and enlargements. Photos can be digitalized onto 1.4MB floppy disks and 100MB Zip disks, for use on consumers' own personal computers (CD-ROM support will be available in the future).

For more information, contact Fuji Photo Film U.S.A., Inc., 555 Taxter Rd., Elmsford, NY 10523, (800) 800-3854.

## Employee Benefit Could Save Lives

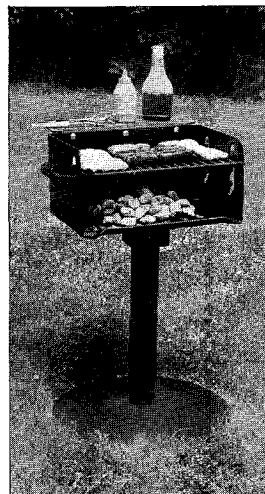
**I**n a medical emergency, what if your employees couldn't respond or provide needed information about themselves or a loved one? MedData carries life-saving emergency data: emergency contacts, medications, allergies, group insurance information, signed emergency care

authorization and up to 80 other items. Easily noticed and readable by medical personnel with readily available magnification equipment. It is available in a wallet or wearable tag versions.

For more information, contact Boockford Services Group, One Oakbrook Terrace, Oakbrook Terrace, IL 60181-4796, (708) 932-4000, FAX (708) 932-7315.

## Portable Grill

**A** portable disc base on the Model N-20 multi-level grill makes it easy to move the grill outdoors. The 24" diameter disc base is both wide enough and heavy enough to keep the grill secure while cooking. The firebox of the grill is made of 3/16" thick steel plate. The cooking grate offers 300 sq. in. of cooking area and is made of 5/8" and 1/2" steel bars. The cooking grate adjusts to four levels using coil grip handles, and the grill swivels 360 degrees for maximum fire control.



For more information, contact Pilot Rock Park Equipment, R.J. Thomas Mfg. Company, Inc., P.O. Box 946, Highway 59 South, Cherokee, IA 51012, (712) 225-5115, FAX (712) 225-5796. ☎

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FAX (803) 725-9598

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FAX (206) 655-6037

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FAX (805) 259-9622

**ESROC/Orange County,**  
California. Phyllis Smith,  
CESRA, (818) 913-4014,  
FAX (818) 913-4014

**GLAAIRC/Los Angeles,**  
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FAX (310) 534-5941

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FAX (510) 246-6230

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FAX (520) 794-3389

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FAX (602) 236-5920

**NESRA of the Inland**  
**Empire/Riverside and**  
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California. Elaine  
Maynard, (909) 688-  
4301, FAX (909) 688-2425

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(510) 302-6173

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California. Bob  
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(818) 930-5345

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Nevada. Jennifer Morgan  
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FAX (702) 295-7327

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498-2222, FAX (510)  
438-5454

**UTESRA/Salt Lake City,**  
Utah. Clyde  
Wohlegemuth, (801)  
863-8674, FAX (801)  
863-4406

# Making the Most of Your NESRA Contacts

by Patty Stern-Weiner

**T**his information was first presented as hand outs during a NESRA of North Texas Chapter Meeting in which roundtable discussions took place on several topics, one of which was Improving Relationships Between Associate Members and Organizational Members. It is useful information to all NESRA Members. These tips help Organizational Members better understand Associate Members and they help Associate Members understand what Organizational Members are seeking.

## **Tips for Associate Members**

1. You "specialize" in working with NESRA companies.
2. Don't do your business by telephone. Make an appointment and always visit with the company in person—especially when introducing your services.
3. Make sure what you're offering is attractive to the company. Just having your product/service available is not enough; if it's not selling, take a look at what you are offering.
4. When visiting with companies who are not currently members of NESRA it is imperative that you do not leave the appointment without telling the company about NESRA and its benefits. The growth of NESRA is dependent on you doing this!
5. Probe when visiting with your contact person. Companies are constantly changing and you need to stay on top of what the company is doing:
  - number of employees
  - board members
  - support from upper-management
  - new clubs
  - ways of publicizing to employees
6. Be innovative. Because you have support from NESRA companies, you can afford to

"get out of the box" and offer innovative marketing ideas to the client.

7. Think "volume." The more you sell, the more you make, the more your client makes, the stronger your relationship will grow.
8. Always be aware of each company's policies and ethics. NOT every company is the same and we need to be respectful of the contact person's position.

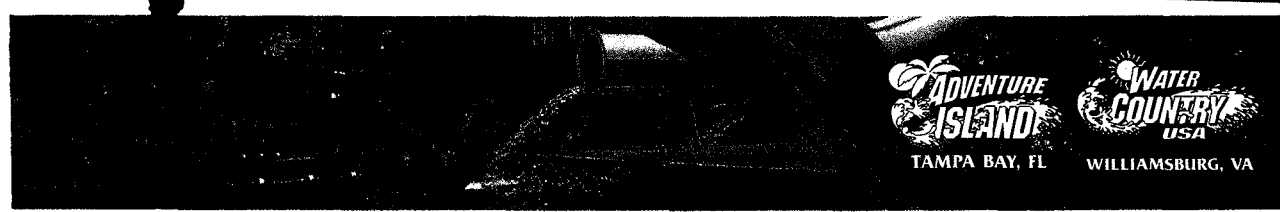
## **Tips for Organizational Members**

1. When NESRA Associates contact you, always grant an appointment. This does not commit you to offering the service only to being more educated about what is available in the market for your employees.
2. Feel comfortable calling your "peer" companies when considering a new service for the employees. Use NESRA's Peer Network directory to contact "like" corporate members and cultivate the relationships to help you plan "fail-proof" programming/services.
3. Some of our corporate members will only work with NESRA Associate members. This can be a very good strategy and will provide solid services to your employees. However, whenever you meet a new vendor you want to work with, always refer the vendor to NESRA for membership. If the supplier can benefit your company it will benefit other companies, too.
4. YOU are the client! Make sure the "program" being offered by the Associate Member is attractive to your employees. No one benefits by having a program in place that isn't selling.
5. Communicate with the Associate Member. Tell your contact person what is and is not working. Expect your contact person to work with you and hopefully create a better way to offer the service.
6. Take advantage of NESRA Associate members. They are just a phone call away.

*Patty Stern-Weiner is the associate advisor to the Board of Directors for the NESRA of North Texas chapter of NESRA in Dallas/Ft. Worth, Texas.*



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# EMPLOYEE SERVICES MANAGEMENT

Employee Services and Recreation Association

June 1984

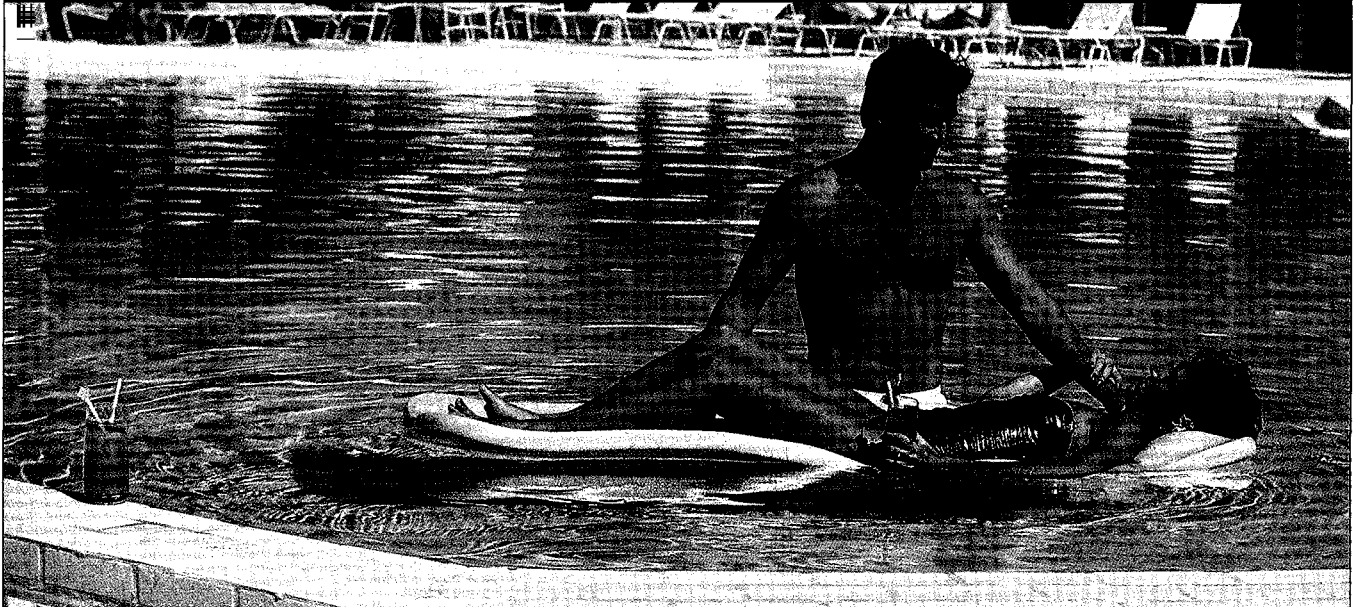
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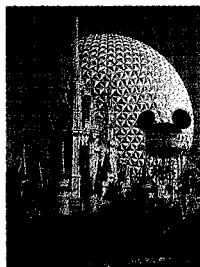
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# EMPLOYEE SERVICES MANAGEMENT

July 1996  
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## **Departments**

### **4 News in Brief**

Side Effects From  
Virtual Reality . . .  
Weight Gain=Not  
Quitting Smoking . . .  
Motivating Employees  
to Participate . . . On  
Your Own For  
Advancement . . .  
More Employees Going  
for Doctorate . . .  
10 Innovative Products  
for 2006

### **27 Health Promotion**

Healthy Holiday  
Incentive Programs  
*By Joyce Bengston, MA*

### **31 Employee Store**

Designing Special  
Promotions  
*By Marge Albrecht*

### **35 Buyer's Guide Update**

### **40 Hands On**

Employee Bike  
Inspections  
*By Ken Giannotti*

## **Features**

### **6 Management Mastery: Making Mistakes Meaningful**

Learn how to empower employees to take chances.

*By Marc Hardy*

### **8 Holiday Happenings**

Read how your peers celebrate (or don't celebrate) the winter holidays. There's plenty of employee events, charity projects, children's parties and non-holiday events to give your upcoming holiday events a fresh twist.

### **17 Charitable Giving: Make It Work For Your Business**

Instead of being overwhelmed with pleas from charities, discover how these opportunities can benefit you and your organization.

*By Richard G. Ensman, Jr.*

### **20 High Numbers Rolled at NESRA's Conference**

See the smiling faces of attendees at NESRA's 55th Annual Conference and Exhibit as they enjoyed stretching their boundaries through networking, educational sessions and much more!

*By Cynthia M. Helson, editor*

### **24 Readers Rate ESM With High Marks**

An overwhelming 95 percent of readers rated the quality of information in *Employee Services Management* excellent or good. Find out what else members said about *ESM's* effectiveness.

### **34 Ad Index**

Turn to page 19 to order NESRA Foundation's latest book

## **Employee Services:**

**A Strategic Component of Business**

*by NESRA Past President Robert Pindroh, CESRA*



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# NEWS

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## IN BRIEF

### ▼ Side Effects From Virtual Reality

Disorientation, queasiness, nausea and headaches are among symptoms virtual reality users experience after prolong use, reports *The Chicago Tribune*. Researchers say that a few people may even have disorienting flashbacks hours or days after their virtual-reality encounter.

Some advocates of

virtual reality want the industry to study the fact that people get sick using virtual reality, and set industry standards to avoid widespread outbreaks of the sickness.

Advocates say it is important to protect the customer and to protect the industry. With more than 200 companies and many innovators in the virtual-reality field, the industry needs something like a virtual-reality Underwriters Laboratories to put its seal of approval on products.

### ▼ Record Number of Businesses Understaffed

As many corporations continue to downsize, a record number of North American firms now say they are understaffed to the detriment of business results and employee morale, according to a survey from Olsten Corporation.

More than half (54 percent) of North American firms report they are understaffed, surpassing last year's Olsten survey in which more than 2 in 5 (46 percent) companies said they were understaffed.

Understaffing is most pronounced in the utilities, transportation and high tech industries. Nearly 2 in 3 (65 percent) utility and transportation companies, and almost 2 in 3 (63 percent) high tech firms, state they are understaffed.

More than half (53 percent) of all North American companies that report downsizings say they use temporary employees to address staffing issues, while nearly 3 in 4 (73 percent) expanding companies also use temporaries to fuel their growth. More than 2 in 5 (41 percent) say they use temporary staffing to meet strategic objectives, and

about half (49 percent) use flexible staffing to control workforce expenditures.

### ▼ Weight Gain = Not Quitting Smoking

Thirty-two million of the estimated 46 million American smokers reportedly want to quit, but only 2-3 percent successfully quit smoking each year, reports *The Wall Street Journal*. More females are starting to smoke, and they are projected to outnumber male smokers by the year 2000.

The 5-10-pound weight gain that accompanies quitting smoking is seen by some people as too high a price to pay. Tobacco companies have seemed to equate smoking with thinness in their advertisements.

Some feel quit-smoking campaigns will fail unless the weight-gain issue is met. Smoking and obesity are denounced as the No. 1 and No. 2 causes of preventable disease and death. But the American Lung Association is trying to clear the air by restoring smoking cessation as priority number one.

Nicotine touches off complex biochemical reactions in the body,

### Motivating Employees to Participate

Individuals who experience challenge, novelty, positive relationships, relaxation, physical restoration and pleasant surroundings in their leisure are more satisfied with their lives (Sneegas, 1986), says *P & R magazine*. What also motivates people to participate in leisure programs are when they:

- Anticipate success
- Are supported by their social environment
- Experience a sense of competence and self-determination

Social influences impact whether someone will become involved and stay involved in any activity.

When planning your recreation programs, your participants must be convinced that they can be successful in active leisure before they will approach it. Participants need leisure education with the benefits of leisure clearly defined.



including stimulation of the central nervous system and acceleration of the body's basal metabolism, causing smokers to burn more calories at rest than nonsmokers. Nicotine also suppresses the appetite and studies suggest its withdrawal may create a craving for carbohydrates.

## ▼ On Your Own For Advancement

The days of being led up the corporate ladder are ending, in the view of John A. Challenger, executive vice president of Challenger, Gray & Christmas, Inc., an international outplacement consulting firm.

"Everything that has happened within corporations—restructuring, mergers, acquisitions and layoffs—has contributed to ending some of the paternalistic job structure that once included automatic promotions and pay raises through the retirement party. In many cases, the only one looking out for the manager is the manager himself."

Identifying it as one of the newest trends in the workplace, Challenger said that more and more employees must act on their own as far as the future is concerned.


In recent years, many multinational corporations lost valued workers as a result of facility closings or large-scale layoffs. Many of these same workers could have been saved had they been urged to find new opportunities for their skills

within the larger company structure.

"Today, managers and executives must learn how to assess their skills and determine what is needed to advance to the next level. Often it will take one or two moves (within the company) to land the position they want," observed Challenger. "It is important for each individual to focus on his/her advancement and rely on him/herself to get there. An astute employee will investigate ways to improve his/her core competencies, whether by signing up for a training program, working on assignments in other skill areas, attending a seminar or just taking the time to learn a new computer program."

## ▼ More Employees Going for Doctorate

Employees of Fortune 500 companies are trading in their positions in the business world for new titles: doctoral candidate, says *HRMagazine*. Approximately 77 African, Hispanic and Native American employees are taking part in a program sponsored by KPMG Peat Marwick and backed by academic organizations and major companies.

These students are expected to become role models and mentors who will help propel new generations of minority students into the world of corporate America. 

# 10 Innovative Products for 2006

Immense flat TV screens hanging from your wall, devices to track where your children are at any moment, instant medical reports at home, are some of the most successful technology-based products predicted to be developed by the year 2006, according to Battelle Technology.

These 10 products will have the greatest impact on life at home and in the office in 10 years:

**1. Genetaceuticals:** Genetics-based medical treatments will cure or mitigate the effects of various human diseases and disorders.

**2. Personalized computer:** It will recognize your voice, follow your commands, and it will include a variety of security and service tools to personalize the computer for its individual owner.

**3. Multi-fuel automobiles:** To obtain maximum efficiency and meet stringent environmental standards, vehicles will use combinations of various fuels, such as reformulated gasoline, electricity and natural gas.

**4. Next generation TV:** Television sets will be large and flat and will hang on the wall much like a large painting. It

will be digital, high definition model with clarity approaching that of a movie screen.

**5. Cyber cash:** Electronic money will be used for everything from buying soda in a vending machine to making an international transaction over your computer.

**6. Home health monitors:** These devices will be simple-to-use, non-invasive, and relatively inexpensive for use in monitoring health conditions at home.

**7. Smart maps and tracking devices:** Getting "there" will be decidedly easier with the widespread use of Global Positioning Systems—"smart" maps that will show travelers, boaters and hikers their exact position and direction.

**8. Smart materials:** New materials for construction and other uses will be able to give off warnings when they detect excessive stress.

**9. Weight-control and anti-aging products:** A cure-all is not expected but new products will make aging less traumatic.

**10. Never-owned products:** Major household appliances, such as furnaces, air conditioners, washers, dryers and water heaters will be leased instead of purchased.

# Management Mastery: Making Mistakes Meaningful

by Marc Hardy

▼  
**If you lead  
through fear  
you will have  
little to  
respect; but  
if you lead  
through  
respect you  
will have little  
to fear.**

**T**here are many reasons companies are forced into bankruptcy, but often the damage is self-inflicted. Such is the case of "Company X," for which I worked in sales and management. It had been around for a long time and was one of the largest in its industry. Having worked for this company I witnessed one important factor that assisted in its demise: The management was highly intolerant of anyone who made the occasional mistake or stumbled in their judgment. They had a well written training program and policy manual, but they gave very little authority to employees to make judgment calls. Highly critical of anyone who failed and mercilessly berating employees (often in front of their peers), they dehumanized the learning process. They expected people to master their positions without personal experimentation, without experiencing the sense of accomplishment that comes with overcoming a difficult obstacle on their own (what psychologists have called "Manageable Difficulty"). However, this process is necessary to develop the wisdom and confidence that leads to mastery.

Many managers are frustrated because employees don't read operations and policy manuals. They believe that if everyone would just follow the guidelines (which are often hundreds of pages long) there would be little error in job performance. They assume because they know something everyone else should also know it; or that they know it all and no one else knows anything, so they can't be trusted to make decisions.

Time for a reality check. People are human. Humans make mistakes and we always will. We do not commit to memory hundreds of pages of any written material and according to Albert Mehrabian of UCLA, within 30 days we forget 90 percent of what we have learned

unless it is repeatedly reinforced. Only with proper, consistent training are our retention rates increased. Even then, research by adult educators has also revealed that we retain knowledge best when it becomes important to us, not when someone else thinks it's important.

As a result, when difficult situations arise employees often don't remember what they've learned or were told. Many times there are no obvious answers and to add even more confusion, the rules change constantly. The manuals we consult are continually made obsolete by our fast paced, high-tech world, an environment in which taking risks and being innovative are the only ways to stay ahead of the game. We are squeezed by the opposing pressures of producing, at breakneck speeds with little or no training, products that must pass high quality standards set by companies and customers. In such a high-stress atmosphere, intolerance toward imperfection can easily escalate into destructive criticism. That kind of intolerance may benefit an organization in the short term, but the long-term effects are subtly devastating. They slowly eat away at the spirit of innovation and improvement, destroying companies from the inside out.

In my 15 years of management in profit and not-for-profit organizations, I have come to believe that one of the important principles of working with, training and motivating people to achieve a common goal is this: If you lead through fear you will have little to respect; but if you lead through respect you will have little to fear. The problems arising from the use of fear and intimidation were pointed out in a study of 108 managers and white collar workers as cited by Robert Baron in the *Journal of Applied Psychology*. When asked about causes of conflict on the job,



inept criticism was chosen over mistrust, personality clashes, power struggles and pay. When we degrade the shortcomings and errors of others, each cruel and thoughtless reprimand makes people a little more wary of taking risks, of using their own judgment and worst of all, of being honest. Every careless word erodes the foundation of trust that must be present for the long-term health of every organization.

**W**hich brings us back to "Company X." Simply observing one of its vice-presidents in action was a lesson in short-sightedness.


On some days he was a teddy bear; on others he made the Tasmanian devil look like a teddy bear. I witnessed him unleash his wrath upon many a good and loyal employee as he verbally beat them into submission in his attempt to "motivate" them to sell more. I know now that fear can be a powerful temporary motivator. As soon as he left, the victim usually pulled out his or her own verbal bullwhip and "motivated" the rest of the crew. And sales would go up. For a while.

Funny thing though. The good salespeople started leaving—those who had a healthy sense of self-respect. Which left only the people who had limited options or were too incompetent to get hired anywhere else. As long as the maniac was there to constantly intimidate his subordinates, sales were good. But as soon as he moved on to another division, the sales in his previous region would drop severely. As a result, the corporation thought he was invaluable and anyone who tried to lay a foundation for long-term continual growth was thought a fool.

Actually, he (and many others like him) helped destroy the company by the low morale he created and through the attrition of talented, capable people with great potential. He never taught anyone how to sell because he couldn't sell. His shortcomings and insecurity manifested in his resorting to threats instead of education. He didn't understand that becoming good at something like sales is an individual process—one manual does not fit all. Just as we make choices about how we live or who we will be from the infinite information and influences that surround us, there are many ways to sell or to do anything, but people have to try on many styles before they find a fit. In the short term this takes time, patience and

what author Daniel Goleman calls "Emotional Intelligence" (the title of his book that I highly recommend). Emotional intelligence is the ability to react to a challenging situation with a sense of empathy and respect for others, a skill that Goleman convincingly argues is often more important to success than intellectual brilliance.

## Conclusion

The point is this: The only way to master anything is to pick from the huge menu of options we have available and try them until we discover what works for us. It is a process in which mistakes are inevitable. If we truly wish to help others pursue mastery so that they may contribute to the strength of an organization, we must learn how to better manage our responses to their mistakes. We must engage our emotional intelligence and use these incidents as an opportunity for education, wisdom and empowerment. If we project a positive perspective of what a mistake is, we may soon discover that employees will become much more interested in their jobs and the products they create. They will feel more comfortable about offering ideas that sometimes will not work, but at other times will lead to a breakthrough. It is not the mistakes companies make that lead them to bankruptcy, but the reluctance to see them as a necessary part of the process of creativity, innovation and improvement. Business and history are filled with examples of goofs that eventually laid golden eggs. But that's another article. 

*Marc Hardy is an award-winning humorous motivational speaker and trainer who has spoken to thousands of people throughout the U.S. and Canada. He encourages his audiences to embrace adversity, look forward to failure and make their mistakes meaningful. He also presents seminars in leadership, customer service and presentation skills. (800) 850-6509.*



# Holiday Happenings



*A "toy soldier" greeted employees as they entered their Toyland themed Holiday Tea at North Memorial Hospital, Robbinsdale, MN.*

**W**inter holiday activities, promotions, sales, parties and community service projects are very popular among NESRA members. For many, this is the busiest time of the year. To help you plan ahead for this year's holidays, NESRA asked its members how they celebrate the holidays (or don't celebrate them). You'll find employee events, community service projects, children's events, games/contests and non-holiday events.

## **Employee Events**

*Gloria Wilcox*

*North Memorial Health Care*

*Robbinsdale, MN*

*(612) 520-5200*

We host an annual "Holiday Tea" for our on-site employees. 1995's theme was, "Toyland," and I rented a tin soldier costume so that a tall, thin employee dressed as the tin soldier could greet the people in line for tea. I wore a borrowed costume, and was a limp Raggedy Ann doll giving out small candy canes. Overhead music was from the



"Nutcracker Suite." Table decorations were large foil gifts in a sack with dolls/toys sticking out. Around the outskirts of the room ran a toy train. (This was then donated to the hospital's Pediatric Department.) The punch tables were large building blocks with felt material affixed to the tablecloths. I'm a High School Music Booster, so our entertainment was by our local high school's madrigal singers. This was inexpensive and showed good community support. The talented teens enjoyed performing while our employees loved the music.

**JoJo Barnes**  
*Viacom, New York, NY*  
*(212) 258-6027*

Since Viacom owns divisions all over the world, we have held an international themed party at the United Nations for the past two years. After booking the location eight months in advance, we start work on planning the fun stuff! We need to get our employees excited—so the invitation is very important. Employees only are invited with a special, extremely colorful invitation that acts as a passport for entrance and includes an RSVP card.

Getting our employees to come is easy, keeping them there is another issue. Besides fabulous food, decorations, drinks and a 12-piece rocking band, we add in some festive activities. Last year employees could make their own music video, take Polaroid snapshots with Frosty the Snowman and Rudolph the Reindeer and dance the night away with Santa.

**Jean Jacobs/Kathy Hardin**  
*JC Penney Credit Processing Center,*  
*Longwood, FL*  
*(407) 788-4119*

We have a catered luncheon served to all associates in our cafeteria. This includes linen tableclothes, candlelight, Christmas centerpieces, china and glassware. We also put all associates' names into a drawing for door prizes. Approximately two-thirds of the associates take home a gift.

**Debra Coker, RVESRA**  
*MasterCard International, Purchase NY*  
*(516) 574-4416*

In October, 1995, MasterCard relocated its headquarters to Purchase, NY from New York

City. MasterCard has held its annual holiday party at an elegant hotel for the past five years. Needless to say, it was a spectacular setting with an exciting view of Manhattan's skyline.

I was informed the recreation committee should use its new corporate headquarters as a setting for its annual party. At first the employees were skeptical because of the "change" of atmosphere. With a little creativity and a lot of excellent vendors, we accomplished what I believe to be one of the best parties we ever organized.

The new corporate headquarters with its campus-like setting has three beautiful atriums. The Plaza, West and the East Atriums were transformed into "Three Parties In One." The Plaza Atrium featured "An Elegant Holiday Party" with a live jazz trio. "A Boogie-Down Party" with contemporary music took place in the West Atrium and "A Village Cafe Party" with big band favorites roared in the East Atrium.

The decor was elegant and tasteful and matched accordingly with each theme. Lovely copper linens adorned the elegant room, wild blue the boogie-down room and traditional red and green in the village cafe. Lifelike cardboard cutouts added to each room's look. Large lifelike dreidles were placed in the tree beds and six-foot tall snowflakes were placed on the second floor for a winter wonderland

## Lessons Learned

**Carla Stewart**  
*BroMenn Healthcare*  
*Bloomington, IL*  
*(309) 829-0720*

Breakfast with Santa is very popular, so much in fact, we now do this event on two consecutive Saturdays before Christmas. We offer pancakes and sausage, milk and juice, from 8:30-10:30 a.m. Santa arrives and passes out books, coloring books and crayons and small games (gifts range \$1 each). Each child visits with Santa and we take a souvenir Polaroid picture. Our employee activity committee members are there to supervise and keep things moving. We charge \$3 for adults and \$1.50 for children and we hold it in our conference center.

- One year we wrapped the gifts but this was too expensive and time consuming. Another year we labeled the gifts with the child's name, more personalized, but all gifts had to be alphabetized.
- Decorate the night before! We have helium balloons all over that are very colorful and we created a decorative Santa's chair and fireplace for a picture setting.
- Play Christmas music during the event.
- Don't offer net stockings pre-packaged with candy, the parents were not happy.
- Ask food servers to dress for the event. Ours wore Santa hats.



look. Snow with reindeer hoof marks led the way from one atrium to the other encouraging traffic to flow.

Costumed fairies sprinkling fairy dust whisped among guests. Other entertainers were a four-man a cappella group, strolling magicians, stilt walkers and others.

We also provided transportation for all employees traveling and stressed to employees not to drink and drive.

I received more accolades from this party than any other. We only had less than two months to prepare.

**Chris Garman**  
*3M Unitek Corporation, Monrovia, CA*  
*(818) 574-4390*

December is declared member appreciation month for all employees. Our employee association funds and sponsors an on-site celebration. First-shift employees in Monrovia enjoyed a longer break period in the morning that featured a menu of croissants, fruit, juices and hot beverages. Similar functions were held on second and third shifts.

A talented team of employee musicians and carolers provided the morning entertainment.

Employee volunteers handed out grocery store certificates and the Employee Association candy/water bottle gift.

We decorated with pinatas and raffled them at the end of the event.

**Nyla Werber**  
*Pioneer Chlor Alkali Co., Inc.*  
*Henderson, NV*  
*(702) 564-0217*

We invite all associates, retirees and one guest. Since everyone is dressed up, we have a professional photographer who does a portrait that is Pioneer's gift to everyone who attended. Our program last year was devoted to honoring and thanking all associates. A slide show of everyone doing their jobs was done to the music "Wind Beneath My Wings." It was great.

**Gracie Mendoza**  
*City of Tucson-TIME, Tucson, AZ*  
*(520) 791-4181*

Our annual Holiday Party is held at a local

NESRA member facility, Golf N'Stuff, where we reserve the entire park for 4 hours of unlimited fun for our members and their families. Our retirees help during the event, even our Santa is a retiree and he donates his time! Our gift to children 12 and under is a See's Santa box. And to hold down our costs for this event, we ask all our NESRA vendors to donate door prizes and we publish their contributions in our newsletter, thus letting all our members know who to thank.

**Cathi Ruben**  
*Walker Physical Therapy*  
*Orange, CA*  
*(714) 288-4323*

One of our local colleges puts on a "Madrigal Dinner" during the holidays. We are on the college's mailing list. As soon as we get a flyer, we tell them we will reserve about 20 seats for a chosen evening. Then we hold a sign-up for employees. Those who sign up can attend the Madrigal Dinner for free. However, if they sign up and don't show, they have to pay the price of the ticket. When the date gets closer, I call the college and confirm our tickets. This is a wonderful way to have your party—without too much expense or planning on your part. Check with your colleges. It's a lot of fun—food, performance, entertainment and it really puts everyone in the holiday spirit.

**Community Service Projects**  
**Rada Morgan**  
*Rockwell International*  
*Kennedy Space Center, FL*  
*(407) 799-6854*

We did our Children's Christmas Party at our local elementary adopted school, Cape View Elementary. The school's chorus provided Christmas music and the school's personnel helped with set-up and breakdown of tables and other equipment. We've done this for the past three years and it works great. Because of having it in the school cafeteria, we have lots of wall space to hang pre-stenciled murals for the children to color. Lessons learned: In the future, we will stop all other activities when the chorus performs, otherwise, they are overshadowed by noise.

▼  
**A slide show  
of everyone  
doing their  
jobs was  
done to the  
music "Wind  
Beneath My  
Wings." It  
was great.**



**Sandy Yeary/GEC  
Representative  
Bechtel Employee  
Club  
Gaithersburg, MD  
(301) 417-4115**

Toy Drive—We collect new and used toys for foster children in our area. Employees bring their donations to the club. This is perfect timing as families clear out the unused toys before Christmas. We have been doing this drive for 10 years.



**Susan Rowe  
Miller Brewing Company,  
Milwaukee, WI  
(414) 931-3324**

The “Deck the Halls with Gifts This Season” program started in 1994 throughout the corporate offices and Milwaukee brewery. Employees were encouraged to participate in “giving trees” that were located on each floor of the offices (there are two five-story buildings as well as several single story buildings on the corporate campus.) Each giving tree was adorned with “ornaments” representing an individual served by the local nonprofit agency chosen for that particular tree. Each tree was designated to a specific organization with a total of 10 agencies receiving gifts from Miller employees.

Miller ‘angels’ were recruited from the employee population and were responsible for coordinating the Deck the Halls effort on their particular floors. Feedback from employees who participated in this program was extremely favorable, especially the portion of the program that allowed the angels to present the gifts to their particular organization.

**Beverly T. Jacobson  
Phoebe Putney Memorial Hospital  
Albany, GA  
(912) 889-6136**

Tisket A Tasket...Fill a Holiday Basket—  
With departments having as few as 3-105

*Employee Services Management*

*Photo credit: John E. Kimpel*

employees, we wanted to involve everyone during the holidays. We created a “Tisket ‘A Tasket...Fill a Holiday Basket” program. Departments compete to create the best basket to give away. First we gather a list of the needy. Between our own HR Department (employees in need), Social Services (community members in need) and Food Bank Programs—we create a list. This list would include total family members, age, wish list, etc. Departments then ask to adopt a family or service. We gather all the baskets before our Employee Christmas Party and they serve as the majority of the decorations (another time-savings). We judge and give prizes. Our categories are Comet’s Most Creative, Dancer’s Most Dazzling, Prancer’s Most Practical, Donner’s Most Delightful and Blitzen’s Most Beautiful. It was wonderful to see 42 baskets lining the walls of the Auditorium...ready to deliver to 30 families and 12 organizations.

**Employee Shopping Days  
Beverly T. Jacobson  
Phoebe Putney Memorial Hospital  
Albany, GA  
(912) 889-6136**

Phoebe Shopping Days—I run a special

*“Deck the Halls with  
Gifts this Season”  
project at Miller  
Brewing Company,  
Milwaukee, WI,  
provided holiday gifts  
and a total of \$50,000  
in contributions to  
Community Care for  
the Elderly. Pictured,  
Dori Matte (right) an  
activities specialist,  
helps Idellia Johnson,  
resident, unwrap a gift.*



## **Dance**

## **contest with**

## **VPs as**

## **contestants,**

## **Newlywed/**

## **Nearly Dead**

## **Game,**

## **Brunch with**

## **Santa . . .**

discount program, contacting businesses in the area to hold special "Phoebe Shopping Days." Our employees, like many, have a hard time finding time to shop...especially around the holidays. I make a list of these special nights and discounts and pass them out to the employees. We have 2,500 employees so most retailers are more than happy to work with me.

### **Games/Contests**

*Renee DeVillez*

*Enertech*

*Brea, CA*

*(714) 528-2301*

We told all the vice presidents that they were going to judge a dance contest. We got them all lined up in the "judges" chairs and then informed them that they were really the dance contest. We played a song that matched each personality to add to the fun. For example, one guy who had a really nice car danced to "I'm too sexy," another one who was a workaholic danced to "Everybody's working for the weekend." The funniest was the manufacturing VP who danced to "Whip It."

*Abby Montpelier*

*Meyer's Bakery, Orlando, FL*

*(407) 859-2006*

Last Christmas we had our party at the Radisson in downtown Orlando. The meal was a beautiful buffet. After dinner we played what we called the newlywed/nearly dead game. Couples, not necessarily newlyweds, volunteered to play. Four husbands were taken out of the room and their wives were asked eight personal questions, then the husbands returned and were asked the same eight questions in front of their wives. Whichever couple's answers matched the most, won the newlywed prize. The couple that matched the least won the nearly dead prize. It was very entertaining. After the party, everyone received passes to Church Street Station.

### **Children's Events**

*Jean Jacobs/Kathy Hardin*

*JC Penney Credit Processing Center,*

*Longwood, FL*

*(407) 788-4119*

We always plan a children's party with Santa the first Sunday in December. This is early enough so people are not too busy with holiday schedules. We call our local fire department to arrange Santa coming to work on a fire truck. The children and Santa love this. He comes in, has each child sit on his lap so moms and dads can take plenty of pictures, he talks to the children and gives each one a stuffed animal. Then the children have a choice. They can go to our craft table and make Rudolph gift bags or go to our food table to make Rudolph sandwiches. (Sandwiches are peanut butter and jelly sandwiches, cut to a triangle. The broad base of the triangle is the forehead with the 90 degree angle serving as the nose. Eyes are two raisins, a nose is a cherry and pretzels are the antlers.) The sandwiches are a big hit and the children (adults, too) come back each year looking forward to making the sandwiches. We also serve cookies, punch, candy and coffee for the adults. We show Christmas films and the children have a good time. It also gives our associates the chance to show their families where they work.

*Pam Andrews*

*Lox Health Systems*

*Springfield, MO*

*(417) 269-6154*

We have a fund-raiser for Ronald McDonald House. We have breakfast with Santa for the kids and collect \$3 for a Polaroid if the family wants a picture. For the employees we have an open house—hors d'oeuvres from 8 a.m.-5 p.m. usually on December 23rd.

*J.J. Wilkenson*

*The Seattle Times, Seattle, WA*

*(206) 464-2397*

We hold a brunch with Santa. Santa poses with a child for one free photo and there is a charge for additional photos. Young teenagers developed a promotional poster using our theme, Candy Cane Lane. The luncheon features live entertainment, games and prizes. We also invite retirees and set up a special welcoming room for them to mingle with each other.





## Celebrity Cookbooks & Collectors' Ornaments

**Jean M. Graffany**  
**F.B.I. Recreation Association**  
**Washington, D.C.**  
**(202) 324-3497 (ext. 14)**

*Note: Read these descriptions, then think of how you can incorporate these ideas to highlight the celebrities in your organization or to celebrate your company's history.*

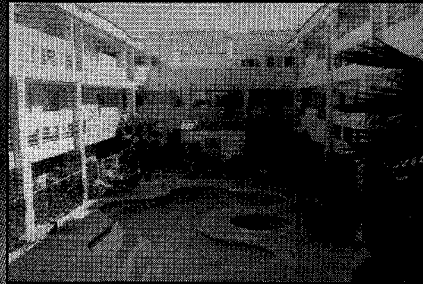
While at the Foreign Affairs Recreation Association (FARA), I initiated a cookbook in 1988 that my Board of Directors was not enthusiastic about at the beginning. However, I knew it would sell. I wrote a letter to then First Lady Barbara Bush explaining my intent for FARA's cookbook and within 10 days, I received a response from the White House. They were delighted with my idea and, Mrs. Bush agreed to endorse the book which, not only increased our sales, but made the book a collector's item. I then proceeded to solicit recipes from Mrs. Marilyn Quayle, Mrs. James Baker, Mrs. Lawrence Eagleburger, Ambassadors, Diplomats and State Department Employees plus members of FARA. The book took almost a year to produce. To cut down on errors in spelling, names, recipe contents, etc. I handled the project personally from start to finish. I took pre-orders that paid for the project totally before it "hit the street." The profit margin was 120 percent and the Recreation Association made almost \$10,000 on the sales of "The Diplomatic Corp. Cookbook."

Since coming to the FBI Recreation Association (FBIRA), I have done a similar project for them that proved to be a huge success earning over \$8,000 profit. "Secret Recipes of the FBI" cookbook contains personal recipes from First Lady Hillary Clinton, Attorney

General Janet Reno and Director of the FBI Louis Freeh, plus Agents and Support Staff of the FBI.

Another project initiated for the FBIRA is collectible ornaments, presently in its fourth year and done by the same company that designs the White House Ornaments. These ornaments have been accepted by FBI employees worldwide and they look forward to each new one produced. This project has allowed me to delve into FBI history, since each

ornament must be researched thoroughly for accuracy. Other collectibles have also been done, i.e. a limited edition of the J. Edgar Hoover Building, which being 20 years old in September 1995 merited something special. They sold out almost immediately. I have also put together other collectible items and have one working all the time. This project has and is earning terrific profits for the Recreation Association Store.



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## Roller

## skating party,

## movie event,

## year-end

## party, 50s

## party in

## January . . .

**Chuck Tokarz**  
*Western New York D.D.S.O.,*  
*West Seneca, NY*  
 (716) 674-6300 (x 2829)

We have a roller skating party for our employees' children. At our local Roller Rink we provide the children with 2-1/2 hours of skating, food and beverages and each child gets a gift. Santa is on hand to get the Christmas wish list.

We have enjoyed this event for 12 years and have seen the children grow. A small committee of 3-5 people easily plan this event that creates camaraderie.

**Jane Rush**  
*Appleton Papers, Inc., Camp Hill, PA*  
 (717) 731-7311

About two weeks before Christmas we hold our annual Christmas Movie and Santa event. We rent a local theater (no charge) on a

Saturday morning (350-400 people) and have Santa there to greet children who take home a \$5 toy store gift certificate. The families get their choice of movies. We usually have 3-4 to pick from. They also get free popcorn and soda to enjoy with the movie. Only the adults are charged admission (\$2.50 each) and everyone has a great time.

### Variations

- Offer only one family movie
- Charge a can of food per person as admission, then donate the food.

## NonHoliday Parties

**Shannon Hutcheson**  
*Vocational Exploration Services, Inc.*  
*Irvine, CA*  
 (714) 975-1322

Our company is very sensitive to those who choose not to celebrate the holidays due to religious preference or background. We therefore schedule year-end parties by district to acknowledge the efforts of the staff throughout the entire year. Since daily contact with our employees in different offices is by telephone only, these district parties allow employees the chance to meet one another "face to face." All can attend and enjoy the event.

**Mickey Alderman**  
*City of Clawson*  
*Clawson, MI*  
 (810) 589-0334

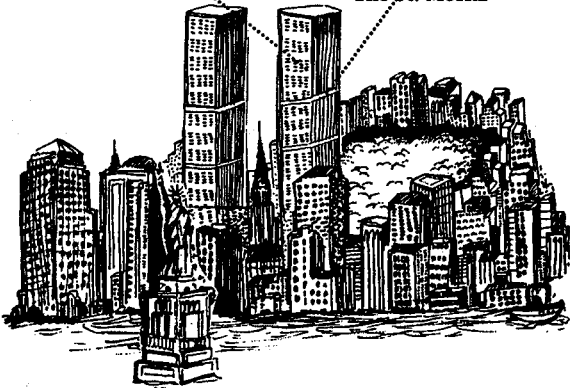
Since there are so many parties employees attend, the City of Clawson schedules a Post-Holiday Party in February. Attendance has increased because its a slow social calendar for most and the winter blues affect many people.

**Sandy Chabot**  
*U.S. Postal Service—St. Paul, MN*  
 (612) 293-3365

We are having a "Cruisin to the 50s" dance in January at a large ballroom. We expect over 1,500 employees/guests to attend. Contests will include hoola hoop, twist and best dressed male and female with the 50s theme. We have a 50s live band, music and prizes. One of the raffle prizes will be a ride in a '57 Chevy limousine. ☺

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## Holiday Decorating Contest

**Donna Cerbone Devlin**  
**Bristol-Myers Squibb Company,**  
**Wallingford, CT**  
**(203) 284-6062**

"Twas two weeks before Christmas  
and all through this place,  
the excitement was stirring,  
you could see on each face."

"Decorations were hung  
by each cubicle with care,  
in hopes that the judges  
would soon be there."

"With Directors in their offices  
and Scientists in their Labs  
everyone was busy working  
while the judges kept tabs."  
"When...out in the hallway  
there arose such a clatter,  
each sprang from their desks  
to see what was the matter!"

"The ringing of bells  
and the prancing of hoofs,  
people wondered out loud,  
"Over yonder what moves?"  
"It was Comet and Prancer,  
Rudolph and Vixen,  
with Santa ahead of them  
getting ready, just fixin,"

"To judge every entry  
which was so hard to do,  
we enjoyed every moment,  
HOW ABOUT YOU?"

The first Bristol-Myers Squibb Employee Association Holiday Decorating Contest took place December 11-15. Talk about team building! We had some terrific teams within departments putting their heads together; 11 group entries, as well as six individual entries with some very innovative ideas! It certainly was very difficult for the judges to choose the best out of such a wonderful display of decorations. Each entry had its very special flair and all of them so thoughtfully, and creatively put together. As far as the judges were concerned, every entry was a winner!

Here's Bristol-Myers Squibb Company's holiday decorating rules and regulations.

**Entry:** All entry forms must be in to employee services department no later than December 1st. You may enter as an individual and also within a group if you wish. Please use the attached entry form.

**Awards:** There are three categories, with two awards given in each category.

**Categories are:**

**Most Festive**—An artistic display, most likely to inspire the holiday feeling in an observer.

**Brickest**—A display consisting of sparkling, glittery, reflective objects within your decorating scheme.

**Most Consistent Theme**—A display demonstrating a consistency in idea or object.

There will be one award to an individual under each of these categories and one award to a group under each category. The individual award will be a \$50 gift certificate that can be used at any store. The group award will be a "fancy" lunch in the cafeteria for each member in the group, which will take place after January 1. A GROUP will consist of two or more individuals within your area, not necessarily in your department. However, the individuals within the group need to be located near each other.

**Decorations**—Decorations must be provided by individual employees and are not the responsibility of the company, department, or BMSEA. We ask that all decorations be tasteful and

within the boundary of appropriate business decor.

In order to secure the safety of everyone in the building, please follow these guidelines:

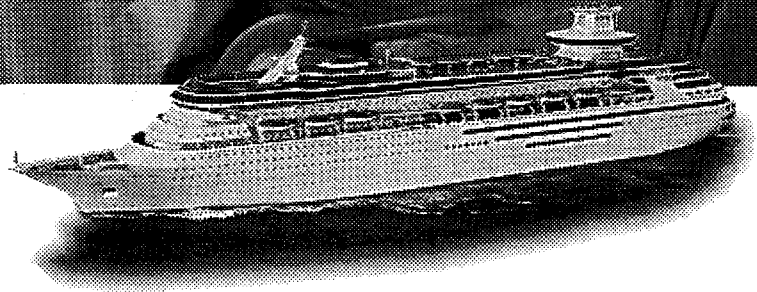
Use flame retardant materials where possible and keep all flammable material away from heat sources and electrical outlets. Please be sensitive to all heat sources. Do not cover exit signs or emergency exits, fire strobes, ventilation airflow vents or computer fans. Also there can be no open fire, i.e. if candles are part of the decor they cannot be lit.

No electrical lights or decorations can be used, however, battery operated ones are permissible. Please do not bring in any live trees, holly, wreaths or garland.

**To receive samples of the letter to entries, entry form and judging form, contact NESRA Headquarters (708) 368-1280.**



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# Charitable Giving:

## *Make It Work For Your Business*

by Richard G. Ensman, Jr.

**O**nly two words come to mind as you receive still another telephone call asking for a charitable contribution from your business: "Not again!"

These days, requests for donations seem to come in droves. You get pleas over the telephone and you're inundated with letters from worthy causes in the mail. And sometimes these requests come from friends or acquaintances, or even strangers appearing at the door of your office.

Which charitable appeals merit your support? How much should you give? That's entirely up to you. But when you are inclined to offer support, don't hesitate to insure that you get the most value out of your philanthropic dollar.

Put simply, while you may support charitable causes for purely altruistic reasons, there's nothing wrong with your business receiving some benefit from your generosity. In fact, leaders of many charities today understand your giving needs very well and they're quite sophisticated in their ability to help you maximize returns from your support.

So next time you're asked to support a worthy cause, look for ways to help the charity and yourself. For example:

- **Position yourself in the marketplace through charitable support.** Using positioning techniques, you'll link your name with the name and reputation of a charity or cause. The result should be an increase in consumer awareness of your firm. Publicize donations of in-kind goods and services to charity. Mention your charitable involvement in your own publicity materials, such as brochures, news releases, signs and wall displays. Support high-profile services that attract the media's attention (and if you're providing major support for a particular program, ask that it be named after your business. Distribute information about your favorite charitable organization through your retail outlets—by placing brochures or displays on your counters or inviting employees to wear charity buttons. And, of course, be sure to ask that charities recognize your support in their publicity.
- **Market yourself to the constituencies of charities.** Many charitable constituencies—members, employees, clients, students, visitors—can number in the thousands or even tens of thousands. Consider advertising your products in a favored charity's newsletter or magazine. Offer





**Consider**

**sponsoring a**

**special event**

**geared**

**toward your**

**target**

**audience: a**

**sew-a-thon**

**for sewing**

**enthusiasts,**

**a volleyball**

**tournament**

**for volleyball**

**fans, or a**

**preschool**

**service**

**fair for your**

**parents.**

special product sales or promotions to the charitable organization's constituencies. Or offer discounts or coupons to people associated with the charity. Still another option: Offer to donate some portion of the price of selected products purchased by constituents. Finally, develop affinity or membership programs, offering special benefits to your favored charity's constituents—along with support to the charitable organization. Common affinity programs include preferred customer programs or membership in buying clubs.

- **Invite a charitable organization's constituency to market your products or services.** Here, your objective is to enlist the help of people associated with a charity in building new markets for your business. Invite your charity's members or friends to sell coupon books on your behalf and retain the sale price of the books. Or consider designating certain products as "charitable" or "cause" products which, after their sale, bring revenue into the charitable coffers; naturally, the charity can help promote these products. Or sponsor traffic-building promotions, allowing a charity's members, friends or clients to sell tickets to a special sale, business opening or celebrity gathering at your location. They retain ticket proceeds; you benefit from the increased traffic. Or, with the help of your vendors or cooperative advertising dollars, consider putting together charitable product "packages" with heavy consumer appeal at strategic times of the year: Valentine's Day, Memorial Day, or the start of school, for example. These can be donated to your favorite charity, sold to the charity at cost, or even sold through your own advertising; net proceeds, of course, benefit the charity.

- **Work with a charity to build mutual markets.** Let's say you and your favored charity are interested in building a new market among a specific segment of the population—young parents, mountain climbers, people who enjoy sewing, or volleyball enthusiasts, for example. Working together, you can generate far more support for the charity and more business for yourself than either of you could generate working alone. Consider sponsoring a special event geared toward your target audience: a sew-a-thon for sewing enthusiasts, a volleyball tournament for volleyball fans, or a preschool service

fair for your parents. Mention the charity's name in advertising directed toward your new target market. If you're introducing a product or service geared toward the new market, develop a product promotion offering donations to your charity for each unit of product purchased.

- **Take advantage of the networking opportunities charities offer.** No, you shouldn't become involved in a charity strictly to build new business. But don't hesitate to take advantage of the contacts you build through your charitable involvement and the involvement of your employees. Consider making a charity the beneficiary of the combined volunteer services of you and your employees—say, through a special fund raising effort or program project. Offer your services as members of committees and boards. Attend the charity's key events and rub shoulders with the diverse variety of people who attend. Offer to participate as a volunteer in the charity's phonathon programs, or as a member of its community speaker's bureau.
- **Build cooperative business ventures with your charity.** Here, your objective is to set up a commercial venture with a charity on an ongoing basis. While charity-business partnerships involve numerous tax and legal issues, they're being started with increasing frequency across North America. You and your charitable partner each contribute special resources to make the venture work: staff, expertise, buildings or equipment, access to markets, or whatever. If you're not up to a full-fledged joint venture, think about allowing charitable organizations to use your facilities or "borrow" the expertise of employees for a day or two at a time.

**Conclusion**

Hundreds of opportunities for mutually beneficial charitable support are all around you. The secret is to determine where your needs and the charity's needs match. Once you identify those common interests, you'll no longer be quite as frustrated when you receive solicitations over the telephone or in the mail. Instead, you'll be able to quickly determine how you can work with a charity you like—and use your limited time and philanthropic dollars most effectively. The result may be a steady stream of benefits for both you and your charity for years to come.



Richard G. Ensman, Jr. is a freelance writer in Rochester, New York. He can be reached at (716) 889-4151.

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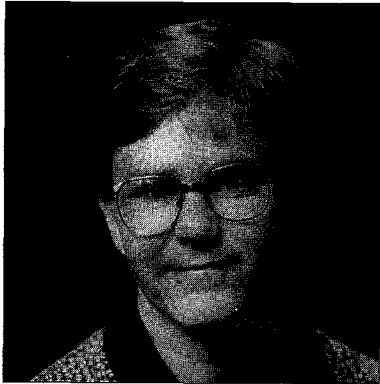
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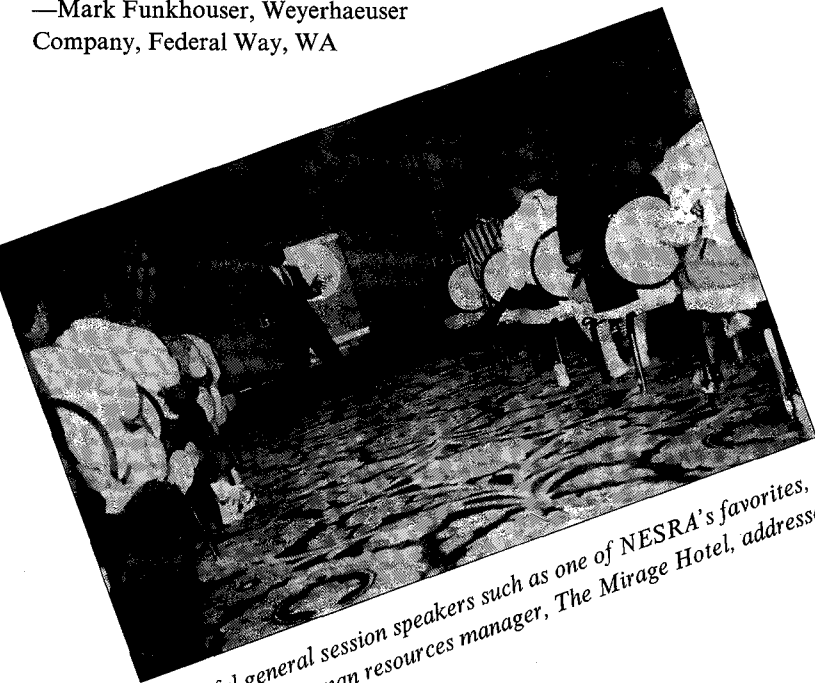


*"The NESRA Conference provided an excellent educational program that was on the cutting edge of corporate downsizing and outsourcing that met my specific needs."*

—Mark Funkhouser, Weyerhaeuser Company, Federal Way, WA



*NESRA Immediate Past President John Felak, CESRA, NESRA President Gloria Roque, RVESRA, and President-Elect Beverly Weiss, CESRA.*



*Powerful general session speakers such as one of NESRA's favorites, Arte Nathan, human resources manager, The Mirage Hotel, addressed employee services trends.*

A record-breaking number of attendees filled the conference rooms at The Mirage Hotel April 21-25, 1996 for NESRA's 55th Annual Conference and Exhibit.

Sessions such as expanding your horizons, racing for new ideas and fundraising for employee associations attracted a record-breaking 192 new attendees to the conference.

General session speakers such as Michael Losey, SPHR, CEO and President of the Society for Human Resource Management and Arte Nathan, human resources manager, The Mirage Hotel, delivered wonderful presentations on "Human Resources Management: Fad or Future" and "You Can Make A Difference" respectively.

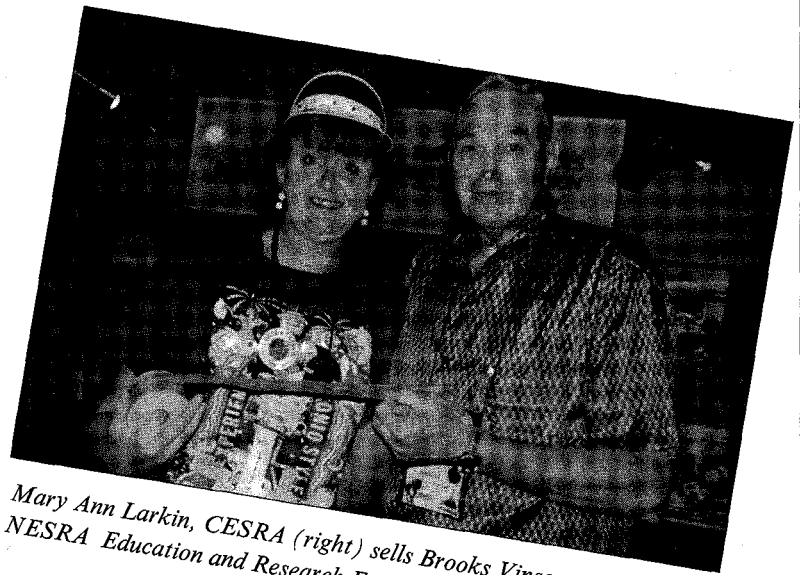
Honorable luncheons highlighted NESRA members' accomplishments. Eighty-one





*"The 1996 NESRA Conference in Las Vegas has proven to be truly phenomenal. I never imagined the extent of knowledge and friendships I have made. Thanks NESRA."*

—Carolyn Ann Deters, United Properties, Minneapolis, MN



*Mary Ann Larkin, CESRA (right) sells Brooks Vinson, CESRL, NESRA Education and Research Foundation 50/50 raffle tickets.*



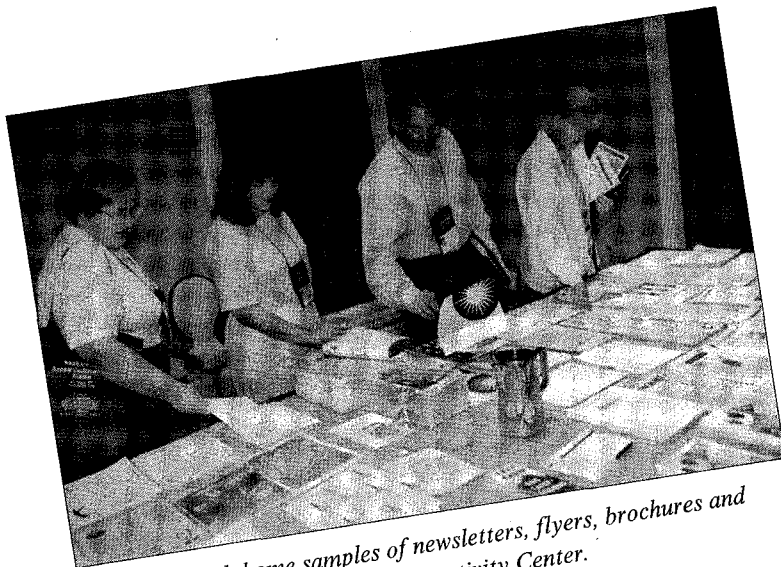
*Both delegates and exhibitors highly rated NESRA's Exhibit Hall.*

Certified Employee Services and Recreation Administrators (CSRAs) and Recognized Volunteer Employee Services and Recreation Administrators (RVESRAs) enjoyed an elegant luncheon as they inducted a record number of 21 new inductees. The recognition continued on Tuesday when all attendees were invited to the Member Appreciation Luncheon that celebrated the best of NESRA.

Distinguished members accepted their awards for best overall programs, best communication programs and other honors. Eric B. Munson, chief executive officer of the University of North Carolina Hospitals in Chapel Hill, NC accepted his Employer of the Year Award and talked with delegates afterwards. Quintin Cary, CESRA, received NESRA's Distinguished Service Award for his years of dedication and contributions to the association.



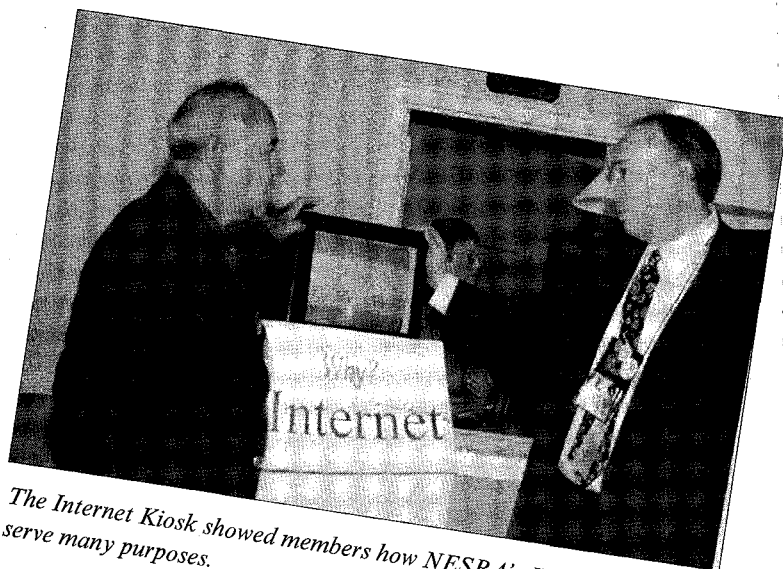
*Some conference committee members from host chapter SNESRA, at Universal Studios Hollywood's Rockstravaganza. From left to right: Ann Gustavson, Nancy Moore, Conference Co-Chairman Jennifer Morgan, Cynthia Cameron and Mary Mueller.*



*Attendees took home samples of newsletters, flyers, brochures and other printed material from the Creativity Center.*



*NESRA President Gloria Roque, RVESRA, presents Eric B. Munson, CEO, UNC Hospitals, with the Employer of the Year Award.*



*The Internet Kiosk showed members how NESRA's Web Page will serve many purposes.*

The Exhibit Hall with an all-time high 176 exhibit booths bustled with generous exhibitors giving away photos of attendees with an Elvis impersonator, candy, popcorn and some great door prizes such as electronic items and even vacations.

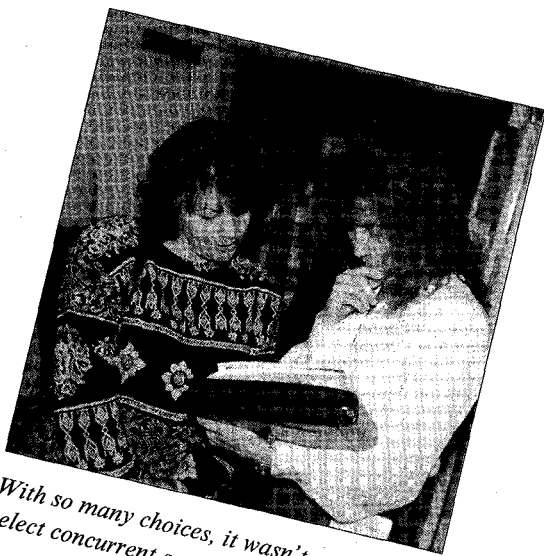
Special activities kept attendees busy as they collected samples of newsletters, flyers and calendars at the Creativity Center, learned about the Internet at NESRA's Internet booth, and walked through Lockheed Martin Skunk Work's Mobile Employee Store. NESRA's



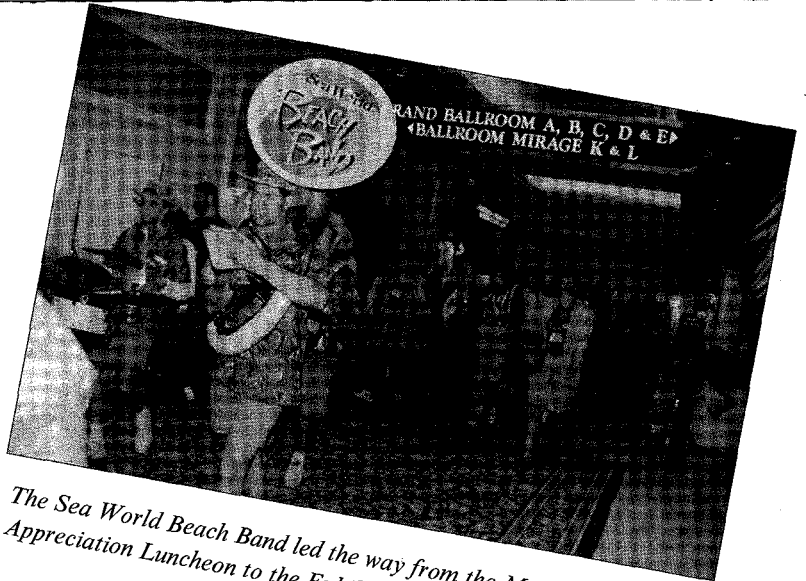
*General Conference Chairman Phyllis Smith, CESRA, NESRA Field Office, points out The Mirage's beautiful facilities.*



*NESRA Executive Director Patrick Stinson (right) welcomes general session speaker Michael Losey, SPHR, President and CEO of the Society for Human Resource Management (left).*



*With so many choices, it wasn't easy to select concurrent sessions.*



*The Sea World Beach Band led the way from the Member Appreciation Luncheon to the Exhibit Hall.*

Education and Research Foundation unveiled its newest book, *Employee Services: A Strategic Component of Business* and author Bob Pindroh, CESRA, was available to sign copies.

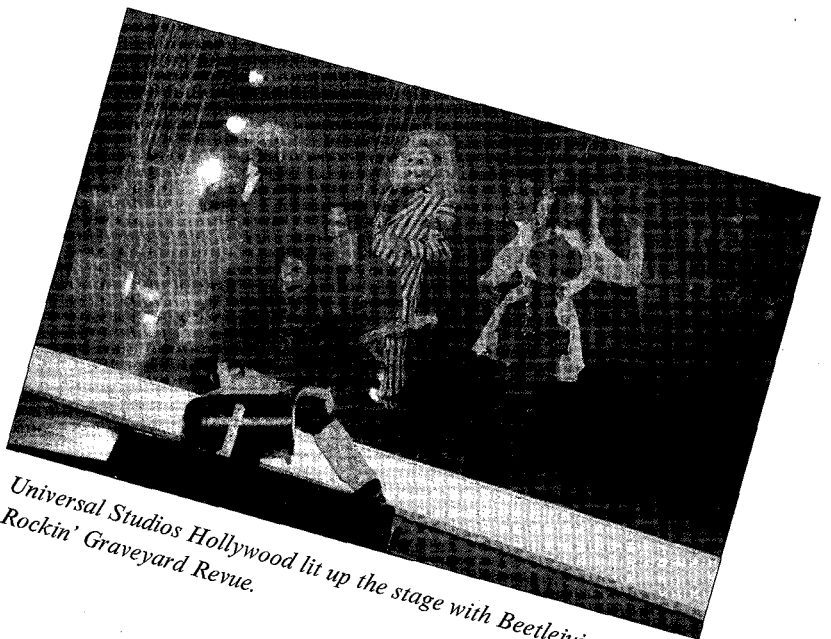
Attendees partied at the hottest restaurant in town—DIVE!, a submarine-themed restaurant owned by Steven Spielberg, for food and fun sponsored by Universal Studios Florida. The excitement continued on Wednesday evening as Universal Studios Hollywood rocked the crowd with a live show featuring Beetlejuice, Frankenstein, the Wolfman and others singing and dancing the night away.

Delegates took home a free booklet, "New Work Habits for A Radically Changing World," a Disney keepsake portfolio, a Universal Studios Hollywood movie video, many new programming ideas and a listing of a whole network of peers to consult throughout the year. Debbi Stuart, Castles-n-Coasters won over \$750 in the NESRA Education and Research Foundation's 50/50 raffle. Mary Ann Larkin, CESRA, and Ester Quinn, among other volunteers helped sell raffle tickets while Beverly Weiss, CESRA, Ann Denise Jameson, CESRA, and Mickey Alderman, CESRA, raised money for the NESRA Education and Research Foundation.

Attendees are already gearing up to come to Chicago, April 2-6, 1997 for next year's conference at the landmark hotel, The Palmer House Hilton in downtown Chicago. ☺



*Exhibitors took the time to explain their programs and to offer additional programming tips.*

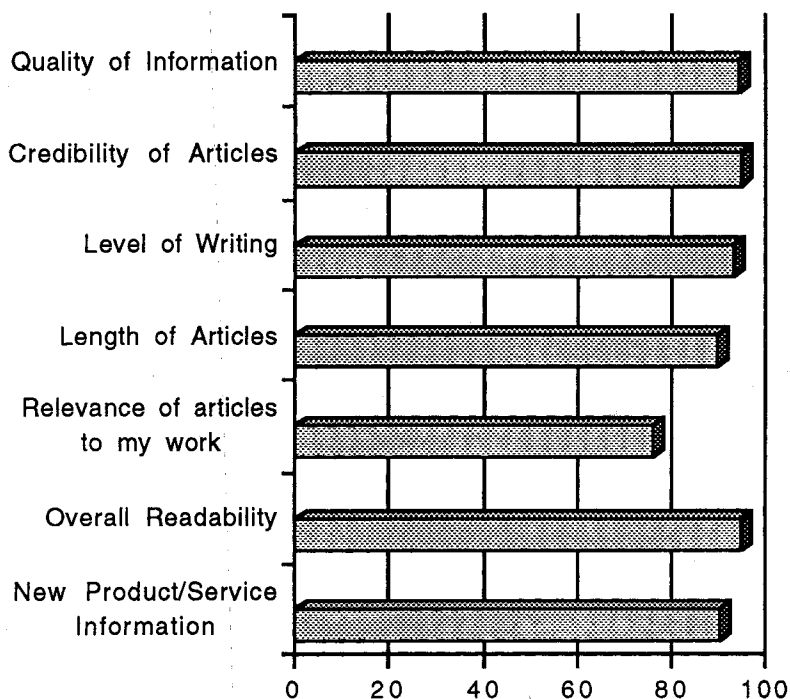


*Universal Studios Hollywood lit up the stage with Beetlejuice's Rockin' Graveyard Revue.*

# Readers Rate ESM

## Editorial Quality Rated Good or Excellent By High Percent

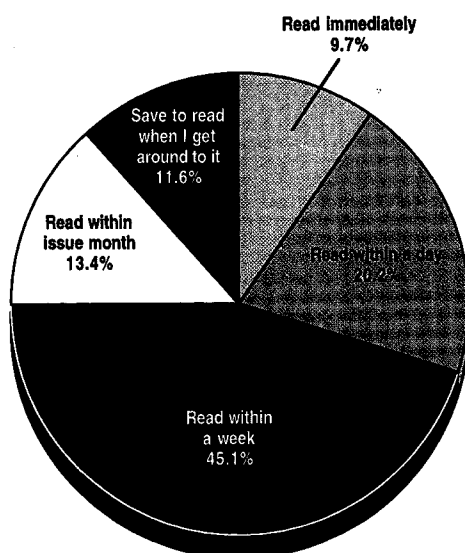
**An overwhelming 95 percent of readers rated the quality of information in *Employee Services Management* excellent or good. Also, 95 percent said the credibility of articles is excellent or good.**



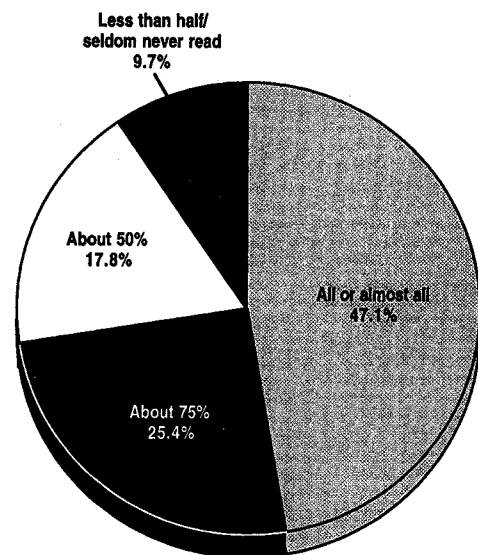
Percent of readers who rated item good or excellent

**T**hese are just some of the findings of a new Readership Survey in which the National Employee Services and Recreation Association commissioned Research USA Inc. to evaluate the readership of *Employee Services Management*. The survey studied members' readership and evaluation of the publication and their editorial interests. All questionnaires were received and tabulated by Research USA, Inc. an independent research firm. The results are projectable within a range of  $\pm 6$  percent (with a 95 percent confidence).

## How Soon ESM is Read After it Arrives



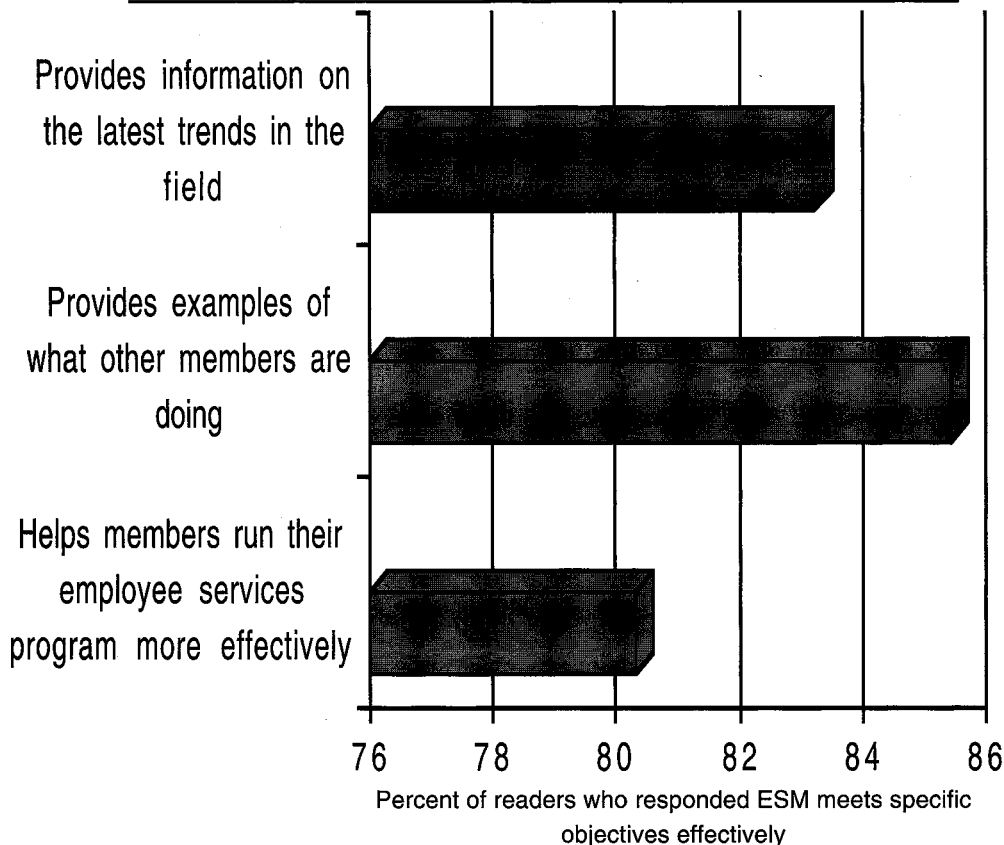
## Percentage of Issue Read



# With High Marks

## *EMPLOYEE SERVICES* **MANAGEMENT**

### **ESM Meets Its Objectives**



### **Popular Topics**

The best read departments in *ESM* are News in Brief, Buyer's Guide Update and New Products.

Members want to read about low cost/no cost programming, planning special events, increasing participation and work/family programs.

The types of articles respondents like to read are descriptions of new trends and how-to articles written by fellow members.

### **About the Readers**

Respondents have worked in the employee services field for an average of 10 years.

The job titles held by the largest number are Employee Services Coordinator followed by Human Resources Representative/

Specialist and Human Resources Manager.

Most report to the Human Resources Director, Vice President or President/CEO of their firms.

The average age of those responding is 42 years.

Nearly 90 percent have attended college and 49 percent are graduates of four-year colleges or higher.

About 75 percent of all respondents were female.

**Over 70**  
**percent file/**  
**save their**  
**issues after**  
**they read it**  
**and most save**  
**them for one**  
**year.**

**Nearly 60**  
**percent**  
**depend**  
**solely on**  
**ESM and**  
**rate it as**  
**the most**  
**useful**  
**publication**  
**in their work.**



*Make A Date To . . .*

# **"Consider the Possibilities"**

*Educational Opportunities \* Vendor Contacts \* Time & Money Saving Ideas*



*Delegates  
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**Dave Costa**  
**201-893-2016**

*Exhibitors  
Contact:*

**Mike Ryan**  
**201-222-4878**

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## **NESRA NORTHEAST REGION Conference & Exhibit**

**September 26 - 29, 1996**

**Meadowlands Hilton - Secaucus, New Jersey**

**Hosted By The NESRA-New York City & NESRA New Jersey Chapters**



# Healthy Holiday Incentive Programs

by Joyce Bengston, MA

**S**ummer fever is here! We are now in full swing with our summer fitness programs, the Olympics are just around the corner and our barbecues are working overtime. Why is it important to start thinking about our year-end incentive programs in the summer? Because planning ahead for your incentive programs is the key to success. One of the most enjoyable programs that you can use to reach a large segment of your population is a health and/or fitness incentive program. By definition, incentive programs offer some sort of prize or reward to each participant who reaches an established program goal. Seems simple, right? Actually, with careful planning and a little creative thinking, incentive programs can be easy to implement and tons of fun.

## **Timing is Everything**

One of the best times of the year to offer a health and fitness incentive program is during the fall and winter holidays. Why? This is the time of year when people are so busy with holiday shopping, parties and family commitments, that their health and fitness usually take a back seat. A creative incentive program may just be the vehicle to enable you to help your members continue with their healthy exercise habits, get a jump start on their New Year's resolutions, or help your members reduce their stress by giving them something other than the holidays on which to focus. In effect, you will be giving your participants the gift of health by providing them with an excuse to either continue or start taking good care of themselves during the typically frantic and stressful holidays. Another plus: your fitness center use statistics won't take the usual holiday nose dive.

## **No Fitness Center, No Problem!**

Incentive programs can easily be offered by companies with or without on-site exercise facilities. Companies without exercise facilities can offer programs that encourage walking or jogging at lunchtime, taking part in outdoor or weekend recreational activities, attending wellness lunch and learn lectures and health screens, learning about and practicing good nutritional habits, losing body fat and reducing stress. With a little ingenuity, it really is possible to increase the health and fitness of your population without the benefit of an on-site fitness center. For those of you with an on-site fitness center, you have the additional ability to offer exercise programs, access to exercise equipment and indoor exercise classes.

## **Make Your Program Successful**

Whether or not you will utilize an on-site exercise facility for your incentive program, the qualities of a successful incentive program remain the same.

- All theme, logo, decor and promotional materials have a common, very "catchy" theme, slogan and title.
- Your program design coincides with your program and company goals.
- Program goals are obtainable by a large segment of your population.
- Written participant guidelines are "user friendly."
- Your program is noncompetitive.
- Participant progress is easily measured and very visible.
- Prizes are desirable.

▼  
**Don't let your wellness participation slow down around the holidays. Use these programming ideas to keep employees motivated.**



## Program Examples

### Holiday Incentive

#### Holiday Fitness Frenzy

**Contributed by:** Gash Fitness Staff at Cisco Systems, Inc.

**Goal:** To increase participation in the fitness center and help the members decrease their stress levels during the holidays

**Program Design:** Each participant logged the time spent each day if they did any of the following activities: cardiovascular exercise (30 min.—5 points), recreation (1 hour—5 points), and stress reduction (30 min.—10 points). Holiday theme game pieces moved weekly, starting at the North Pole and ending at Cisco Systems, with a few stops along the way.

**Promotions:** E-mail, flyers posted in break rooms, word of mouth, bulletin boards, newsletter.

**Prizes:** All participants received an imprinted badge holder. All finishers received an imprinted tank top and were eligible for raffle prize drawings.



*Holiday Fitness Frenzy game board.*

#### Super Bowl of Fitness

**Contributed by:** Joyce Bengston, TRW, Inc. Fitness Center

**Goal:** To increase team building at TRW, increase morale and increase the amount of time spent exercising during the holidays.

**Program Design:** Teams of three members combined scores to accumulate at least 30 hours of cardiovascular activity. Each team had their own football, which advanced one yard on the football field bulletin board for every hour of cardiovascular activity they recorded. When each team recorded 30 hours of activity, they scored a touchdown!

**Promotions:** Flyers, word of mouth and the fitness center bulletin board.

**Number of participants and finishers:** 84 participants, 100 percent completion

**Prizes:** T-shirts

#### Thanksgiving Holiday Raffle

**Contributed by:** Health Fitness Physical Therapy Staff at Becton Dickinson IS

**Goal:** To encourage members to exercise during the week preceding Thanksgiving.

**Program Design:** Participants received a raffle ticket each time they used the fitness center during the week preceding Thanksgiving.

**Promotions:** Flyers, E-mail, word of mouth

**Prizes:** Raffle only: Juice Club gift certificates, restaurant gift certificates, one hour hot tub and sauna gift certificates.

#### Wheels of Wellness

**Contributed by:** Alex Jurassin of Health Fitness Corp. at Hitachi America, Ltd.

**Goal:** To teach all employees about the three main components of wellness: exercise, nutrition and health education.

**Program Design:** Participants accrued points by attending wellness lunch 'n learn lectures, getting their blood pressure or cholesterol checked, wearing their seat belts, eating six fruits or vegetables each day and exercising.

**Promotions:** Flyers in the fitness center and elevators and word of mouth

**Prizes:** Imprinted Coleman Coolers

**Kudos:** This program was available to all employees, not just fitness center members

## Planning Your Program

### 3-6 months to go

1. **Choose your dates.** I recommend beginning your program before the Thanksgiving holiday and ending your program after the calendar year-end holidays.
2. **Define your incentive program goals.** The goals of your program should fall in line with the company's objectives at the corporate and the wellness/fitness levels. Examples include:
  - Team building
  - Stress reduction
  - Maintaining or losing body fat
  - Increasing cardiovascular fitness
  - Increasing functional strength
  - Increasing healthy habits (seat belt safety, using smoke alarms, using designated drivers, etc.) or increased awareness regarding health issues
  - Learning about and utilizing new or different exercise machines or classes
3. **Choose your theme.** Design an innovative, appealing logo and a "catchy" slogan or program title, this will help you attract more participants. Do your best to integrate holiday spirit into your program. *Note: Strive for a theme that is politically correct, avoiding religious themes. Check out the sample of holiday incentive programs on page 28 of this article for theme ideas.*

### Two months to go

- Design your program.** Your program format should enable the participants to achieve the program goals that you previously designated. You may want to think of your program as a game, complete with rules, game boards, game pieces and score cards.
2. **Define progress measurement.** For example: If your goal is to help your members maintain or lose body fat during the holidays, you may document each member's body fat at the beginning, middle and end of the program.
  3. **Write participant guidelines/rules.** Write your guidelines so your participants can easily understand the program. Guidelines should be distributed to all participants and prominently displayed throughout the program. Program guidelines will

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**Prizes might be gift certificates for meals, massages, personal training sessions, classes or fitness assessments, "hot tubbing," or ski lift tickets.**

need to cover:

- Beginning and ending dates
- Participant eligibility
- Any participant costs or fees
- Program goals and individual goals and how to achieve that goal
- How the progress will be measured (score sheets usually work best)
- How often the progress will be reflected on the game board (if you are using one)
- Prizes the participants will receive if they achieve the goal by the end of the program.

**4. Determine your promotional strategies and design your promotional materials.**

Promotional strategies may include:

- Flyers, posters or banners that are posted in break rooms, cafeterias, elevators, bathroom stalls, building entryways and mail stations
- E-mail messages and company web page announcements
- Invitations mailed to all possible participants
- Payroll inserts
- Newsletter announcements
- Word of mouth

When designing your promotional materials, (sign-up and score sheets, game board or bulletin board and the game pieces), make sure all of your materials directly relate to your theme. I like to hunt out decorations at discount party supply and office supply stores.

- 5. Select your prize.** Giving each participant a small prize or certificate at the end of the program is a nice touch. In addition, you will need to determine how you will reward your finishers. Prizes will depend on your budget, the expected number of finishers and what the participants desire or cover. Most participants will prefer both fame (company wide recognition) and fortune (some sort of prize). When choosing the prizes, remember that you will want to imprint the prizes with your logo and company name so all the finishers can display their prizes with pride.

Common and not so common prizes include:

*Clothing, T-shirts, sweatshirts and baseball caps  
Workout towels and water bottles*

*Coffee mugs*

*Desk clocks*

*Drink coolers*

*Gift certificates for meals, massage, personal training sessions, classes or fitness assessments, "hot tubbing," or ski lift tickets.  
Raffle tickets for a drawing at the end of the program*

### 3-4 Weeks Out

- 1. Send out and post all promotional materials.**
- 2. Take participant sign-ups, distribute rules.**
- 3. Order prizes.**

### Go!

- 1. Continue to recruit participants.**
- 2. Keep up with participant scoring tallies, game boards, etc.**

### Finishing with a Bang!

- 1. Immediately tally all score sheets and finish game board updates.**
- 2. Post a list of all finishers in a prominent location.**
- 3. Distribute prizes.**
- 4. If you really get excited, you can have a wrap-up party, complete with food, drink and prizes.**
- 5. Give your finishers the recognition they deserve, highlight them in your newsletter, take and post finishers pictures.**
- 6. Record the number of starters and finishers and start planning for next year!**



Joyce T. Bengston, MA, CSCS, is the owner of the BestFit Wellness Company, which provides unique health and fitness programs to growing companies. She is also the manager of the Cisco Systems, Inc. fitness center, a certified in-line skating instructor, certified strength and conditioning coach, elite cycling coach and fitness enthusiast. She can be contacted about this article or program consultation at (408) 749-8923.

# Designing Special Promotions

by Marge Albrecht

**T**he American Greetings Company Store at our World Headquarters facility in Cleveland, OH is 4,150 square feet, with 618 linear feet of product, servicing 2,600 local associates. It is called the Smart Shop and it truly lives up to its name. Besides being an employee service, it is used as a showcase for our product, technology, merchandising and promotions capabilities. We demonstrate to visiting accounts that we use the same merchandising point of sale (POS) technology and sales promotions that we are recommending to them. Our Smart Shop is different from other employee stores because we sell only items produced by American Greetings, our subsidiaries, business partners, plus items customized with our logo.

## **Sales Promotions Produce Results**

Dollar for dollar, marketers usually get more immediate response with sales promotions than with any other marketing activity.

Communication tools such as advertising or public relations are usually perceived as an investment with sales occurring at some undetermined point in the future. On the other hand, sales promotions usually work during a definite period of time, often showing results within days or even hours.

There are many different types of sales promotions:

**1. Purchase with Purchase**—Offer an item at a special value or price when the customer purchases a certain dollar amount of product. (i.e., A customer may purchase a \$5 sleeve of golf balls imprinted with the company logo for only \$1.99 with a \$10 purchase.)

- 2. Purchase with Specific Item Purchase**—Offer an item at a special price when the customer purchases a specific item. (i.e., Offer the \$5 sleeve of golf balls for \$1.99 with the purchase of any other logo item.)
- 3. Buy 1 Get 1 Free**—This is particularly effective if you are eliminating overstock or a product line. (This should be equal value items.)
- 4. Free With Purchase**—Promotional item given at no cost with any purchase. (i.e.,

*Purchase with purchase promotion gives employees a chance to use the promotion as a gift around the holidays.*



During the summer, giving a free flying disc with any purchase.)

5. **Discounts/Price Reduction**—Markdown items for a definite period of time. This encourages the customer to buy now because the item will cost more later or may be sold out.
6. **Coupons**—This method offers a good way of keeping track of the cost of your promotion and you do not have to reprice the merchandise.
7. **A Sweepstakes**—Customers sign an entry form and deposit it in an entry box. The winning name is drawn at the end of the promotion. This is best held during your busy season since it requires very little maintenance, just making sure that entry blanks and pens are available. The promotional item is usually a high value item and since only one item is displayed, award storage space is not needed. The

upcoming birthdays and anniversaries in their families.

Regardless of what type of promotion you use, you will almost always see an increase in sales. If you change the promotion often, you will build customer loyalty and keep them coming back to take advantage of your "Specials."

Like any program, sales promotion requires planning. To borrow some suggestions from last year's NESRA Conference, start with a calendar.

1. Chart your previous year's sales by the week. This will show you when your peak sales were and when your slow periods were. When making your chart, remember, not all months have just four weeks, allow for the extra week as needed.
2. Next, indicate on the chart holidays, company anniversaries and any other significant days such as community happenings.

### Best Times for a Promotion

1. A holiday will draw customers into the store plus they may be able to use the promotional item as a gift.
2. Develop a promotion to move a slow selling line. Buy-one-get-one-free is usually best for this purpose because you will reduce your stock faster.
3. A company/community happening is a reason for a promotion. As you may know, our Cleveland Indians were American League Champions last year. Our promotion for Father's Day this year was a Cleveland Indians Logoed baseball for \$2.99 with a \$5 purchase.

Another summer promotion will be a sweepstakes with the winner receiving tickets for an Indians game, which has added value since all of the home games are sold out for the season.

To tie in with a community project, you could offer a free item for every donation of canned goods for the needy. This will bring in customers, feed the needy and be good public relations for your company. Your customers will feel good about helping the needy and will also be rewarded for doing it.

4. If you remodel your store, have a close-out sale and a grand reopening.



*American Greetings Company Store, called the Smart Shop is 4,150 square feet and shows visitors that the company uses the same point of sale technology it promotes.*

winner's name should be drawn when most customers can be present. In most states it is against the law to require a purchase to be eligible for a sweepstakes entry.

8. **Frequent Shopper**—This is a new form of database marketing in our company store. The information collected helps us to analyze each customer's buying habits and be able to design sales promotions that are targeted to specific shoppers, or reward frequent shoppers. We will also be able to offer our customers a reminder of

## Obtaining Promotion Items

1. NESRA contacts: Use NESRA's 55th Annual Conference and Exhibit Delegate Directory. Ask the vendor some of these questions:
  - a. How many local stores are selling an item? If many are selling it, they may be able to get a better price due to volume and thus undersell your promotion.
  - b. How quickly can the item be reordered/received if it proves to be a "hot" item. Look for an item that can easily be reordered?
2. Yellow Pages for local vendors. Call advertising specialties and incentive promotion companies to request a catalog.
3. Brainstorm with associates. Often coworkers have had experience with fundraisers for organizations to which they belong. You may be able to convert their ideas to a sales promotion.
4. Vendors often offer small giveaways as incentives to gain larger sales.
5. Employee craft contests.

If you organize the annual employee craft show, you have an opportunity to generate incentive prizes. One way to turn the craft fair into a promotion is to have a craft contest. On the last day, give every employee a ballot to vote for their favorite craft item. Count votes while everyone's present. Display the items in or as near to the store as possible. Give the winner of the contest a gift certificate from the employee store. Ask that all the crafts that are entered into the contest be donated to the store to be used as sweepstakes prizes in other promotions. You could even request that the crafts represent different holidays or seasons.

If your company has more than one store, you may find it beneficial to place one order for promotional items so that you can get a price break. Some vendors will accept one order but ship to several addresses.

When choosing a promotion, you want to be sure it does not conflict with an item you are already selling. For example, if you sell mugs in your store, a mug would not be a good choice as a promotion unless it was a "Special Value" mug from your own line.



*Every holiday can be an opportunity for a promotion. Create visual pieces that will make your employees want to spend their money to be eligible to buy the special item.*

## Communicating Your Promotions

The purpose of a sales promotion is to attract more customers, thus increase sales. To do this, you must make them aware that there is a promotion. Since most of the employee stores do not sell to the general public, it is necessary to rely on company publications, signs around the building, especially in the cafeteria and on your company paychecks if they have areas for special messages.



## Free Facts

For more information on the products/services advertised in this magazine, call or fax your request for more details.

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(702) 792-9042 FAX

### **Brunswick Recreation.....CIII**

(847) 317-7387, (847) 317-0237 FAX

### **Executive Tour & Travel Services, Inc.....CIV**

(800) 272-4707, (904) 255-3393,  
(904) 255-1292 FAX

### **St. Moritz on the Park.....14**

(800) 221-4774

### **Radisson Aruba Caribbean Resort & Casino.....CII**

(800) 333-3333, (011) 297-8-63260 FAX

### **Windmill Inns of America.....29**

(800) 547-4747, (541) 482-4481,  
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*We're here to help you!*

## EMPLOYEE STORE

Point of Purchase is a term for the signs that give the information about the promotion and should include:

1. A catchy phrase describing the promotion.
2. A picture of the promotional product or offering—in color if possible.
3. Identify if it is a "Purchase With Purchase" such as \$3.99 with a \$5 purchase or a "Free With Purchase." You must specify if it is one per customer or one with each \$5 purchase. (i.e., a \$25 purchase could allow the customer five promotions at the reduced price unless otherwise stated.)
4. Specific dates the promotion will run/ or while supply lasts. Specify a date for the promotion to begin so that you can put up the point of purchase signs several days prior to the start of the promotion to make employees aware of it.

### **Record Keeping Is Essential**

Finally, keep a record of your promotions and how sales for that period of time compare with the same period of time the previous year. This will show you which promotions worked best and when you need to try a different approach. Keep track of:

1. What the promotion was.
2. How many promotional items were ordered.
3. The cost of the promotional item and employee price if applicable.
4. How many promotional items were sold/given away. Note early sellouts. Then, during the second year of the program, try a different approach at different times. Try a sweepstakes during the time you used a purchase with purchase or try a different type of product as the promotion. This way you will determine the best promotion to use for a particular time.

### **Conclusion**

Sales promotions offer value-added products for your customers plus additional sales for the store. Keep in mind, not all sales promotions will meet your expectations but you will gain valuable information for planning future promotions.



*Marge Albrecht is plant employee card shop coordinator at American Greetings in Cleveland, Ohio.*

# Buyer's guide update

**Here's a listing of new National Associate Members. Use the Buyer's Guide**

**Update as an appendix to your 1996 Buyer's Guide and Services Directory**

**(Published in your Membership & Peer Network Directory and the November/**

**December issue of this magazine).**

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**Update your '96 NESRA Buyer's Guide and Services Directory by noting the following additions/corrections:**

■ Jordan Worldwide (merchandise) new contact: Adam Berman



## ▼ Cherished Holiday Gifts

Enesco Corporation has a full line of holiday gifts including "Klaus," the second figurine in the Cherished Teddies Santa series. "Klaus" is dressed like Santa and holds a small Christmas tree and teddy bear. Like "Nickolas," the first figurine in the Santa series, a mini brass plaque is imbedded in the base.

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For details, contact Enesco Corp., 225 Windsor Dr., Itasca, IL 60143, (800) 4 ENESCO, (708) 875-5300, FAX (708) 875-5350.

## ▼ Products With Holiday Messages

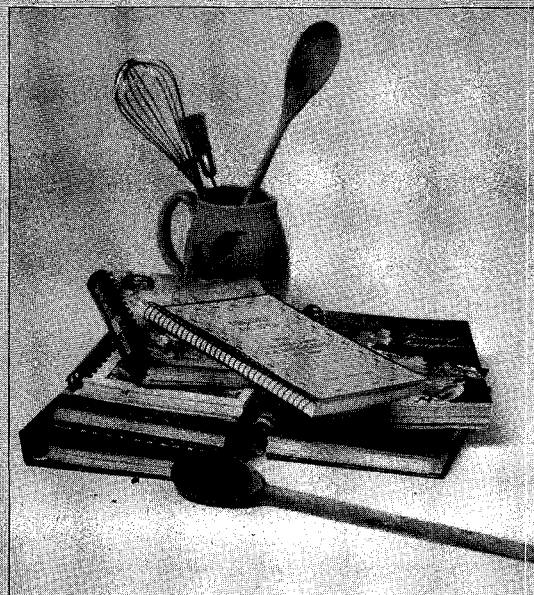
Anagram's holiday line-up includes over 40 products that offer a range of holiday messages, including Happy



Thanksgiving, Season's Greetings, Merry Christmas,

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18" Kwanzaa balloon, featuring the traditional colors of Kwanzaa (red, green and black) and it lists the 7 principles on the back.

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For details, contact  
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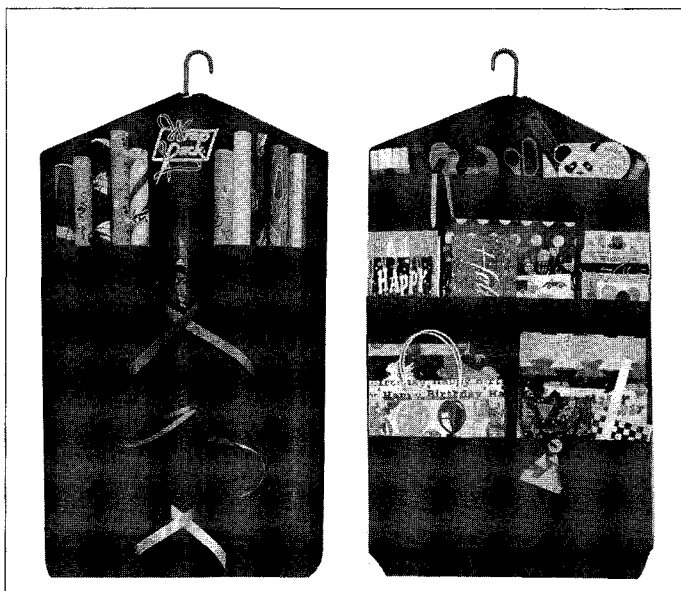
### ▼ **Gift Wrap Organizer Makes Wrapping Easier**

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The Employee Association's Cycletrons wanted to: (1) provide a time-saving service to the Lab's time-crunched workforce; (2) promote bike safety and riding; and (3) involve a community bike vendor. The project was implemented as a Laboratory/Community effort in conjunction with National Safety Week. The service was offered during the lunch hour in an employee picnic area. Based upon the success of the first two events, the Cycletrons are planning to offer this popular service at least twice each year.

### Evaluation Process

Following the first two bike inspections, the Cycletron officers together with Employee Association staff, discussed the new program. Based upon input from employees, Cycletron members and the Lab's ES&R staff, we decided to continue this valued service. Evaluators looked at (1) the need for the service (numbers participating); (2) the Cycletron Club's ability to continually provide the bike inspections; and (3) other ways of informing employees of this helpful service.

The bike inspection idea was generated by a Cycletron club member who discussed it with the ES&R staff. The reasons for the event and how to implement this new service were thoroughly reviewed. It was decided that the Cycletron volunteers would coordinate the delivery of the service while the ES&R staff would promote the event.

Participating in this first-time event were 12 volunteers from the Cycletron's Employee Activity Group (club). Art Wong, president of the club, acted as the principal coordinator and a local bike shop, the Livermore Cyclery, provided the services of their master mechanic and owner, Steve Howard.

Besides performing the bike inspections and minor repairs, Cycletron volunteers were also kept busy answering the flurry of questions from Laboratory cyclists. Riders were given tips on preventive maintenance and how to spot potential problems. The most common problems were brakes that were out of adjustment, problems with derailleurs and worn and cracked tires.

### Financial Resources

The bike inspection was accomplished without the use of Laboratory or company fiscal support. Money for miscellaneous repair supplies was provided by the Employee Association's Cycletron club. Also, the Livermore Cyclery donated a free bike tune-up at each inspection event.

### Unusual Challenges

The biggest challenge for the first-year event was getting the word out. In addition to word-of-mouth, the Employee Association posted notices on Lab bulletin boards and stories appeared in the Lab's weekly newspaper. Also notices of the event were part of the Employee Association's quarterly magazine publication, *Fitnotes*.



## *In Next Month's Issue of* **EMPLOYEE SERVICES MANAGEMENT**

*NESRA's Awards of Excellence  
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## Employee Bike Inspections

*Award submitted by Ken Giannotti*

▼  
**This program  
earned  
NESRA's  
Program of  
Excellence**

**Award.**

**T**he Cycletrons, a Lawrence Livermore Laboratory Employee Club, organized the Laboratory's first "employee bike inspection" service. The Cycletrons are one of 50 employee clubs at Lawrence Livermore National Laboratory, Livermore, CA. Employee clubs are formed and maintained in response to interest by Lab employees who have a common desire to participate in a particular activity and/or provide certain employee or community services.

The Laboratory believes employee communication and cooperation are the two most important benefits a company derives from employee programs and activities. Laboratory employees, retirees and their families are encouraged to pursue their exercise, education, cultural, recreation, community service and social activity interests through Employee Association sanctioned clubs.

Lab employees are riding safer and smoother running cycles thanks to free inspections and adjustments offered by the Cycletrons and Livermore Cyclery. The employee Association's noon-hour event was held as part of National Safety Week. As cyclists drove up to the inspection area, their bikes were checked out and then sent to one of three stations for needed adjustments—anything from simple chain lubrication to bolt tightening.

"What's really nice about this award is that it shows an activity group can provide a useful service to the rest of the Lab," said Art Wong, a member of the Cycletrons. "It's a lot of fun. We fixed a lot of things that could have caused problems for some riders," Wong said, adding that one bike brought in had a front wheel ready to fall off. "We feel good that we might have prevented some accidents."

### **Purpose for Program**

Many Laboratory employees ride their bikes to work and/or some use their bicycles to get from one place to another on-site—the Lab approximates one sq. mile in size. Proper bike maintenance and care is essential, particularly for those who use their bikes daily to commute to work or around the Laboratory site. However, many employees have found it difficult to set aside personal time to maintain their bikes or even have them serviced by a bike shop because of their busy work and family schedules.



*Steve Howard, owner/master mechanic of Livermore Cyclery, assisted by Rooney Saunders, a Cycletron member, adjusts brakes.*

*(Continued on page 38)*

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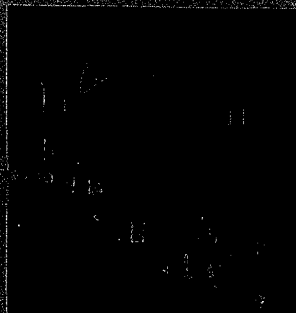
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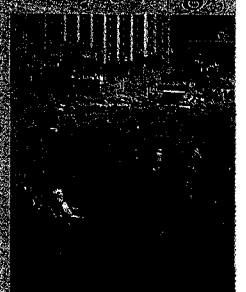
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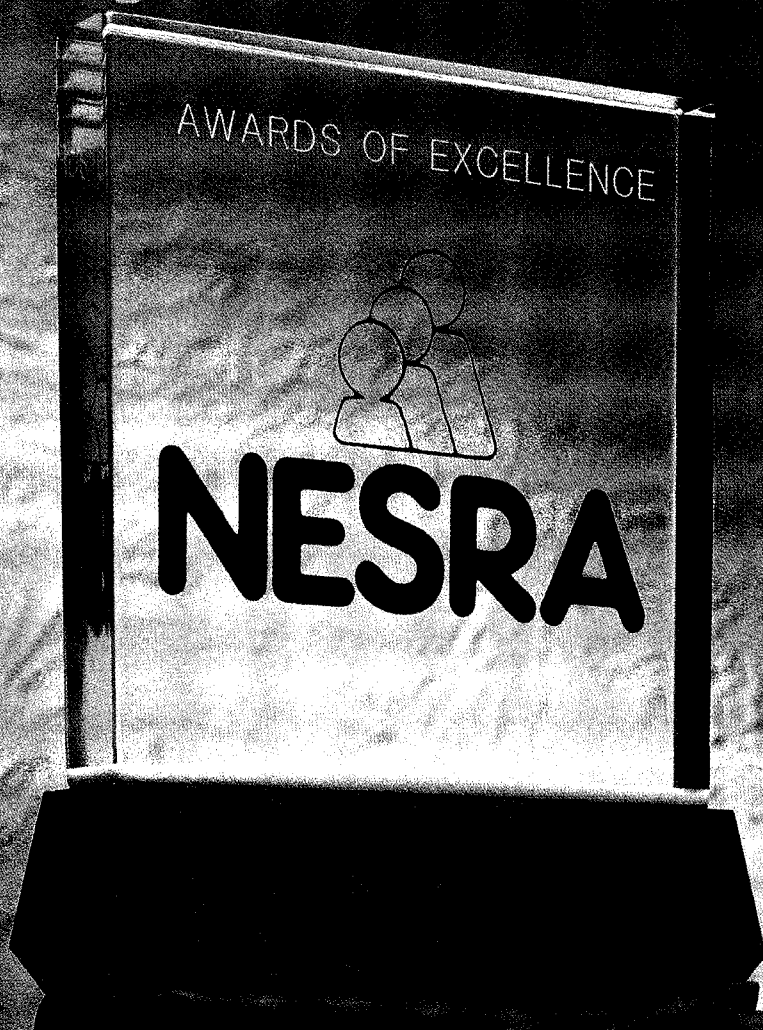


# *EMPLOYEE SERVICES* **MANAGEMENT**

Published by the National Employee Services and Recreation Association

August 1996

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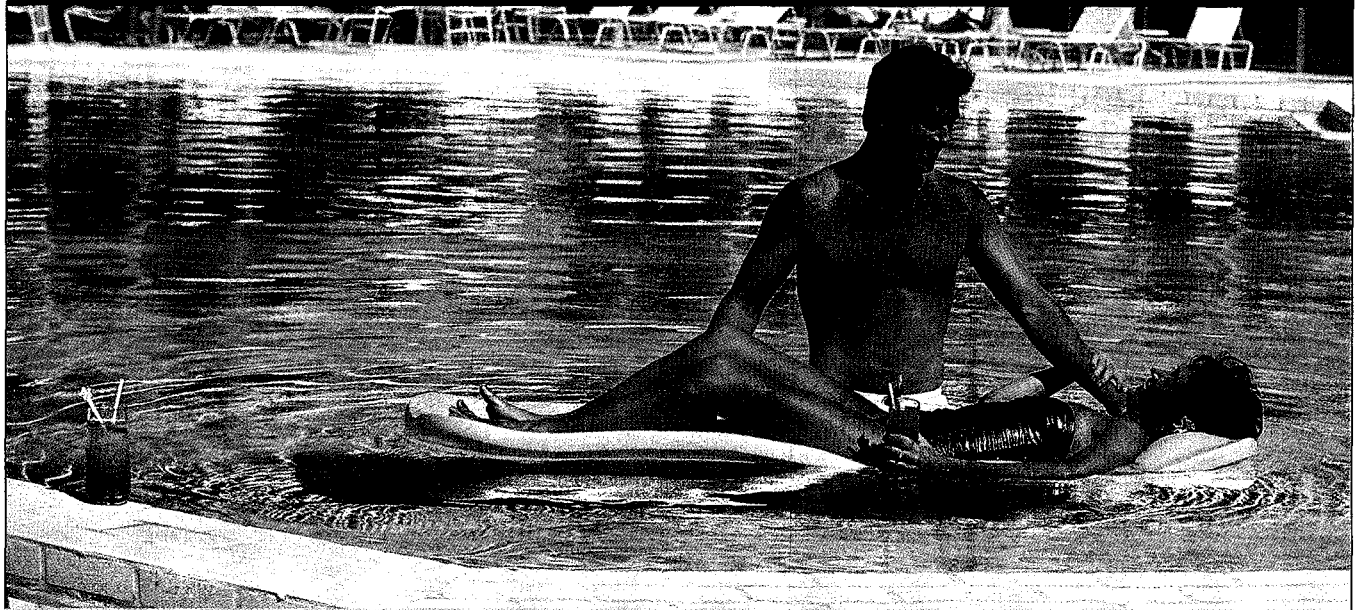


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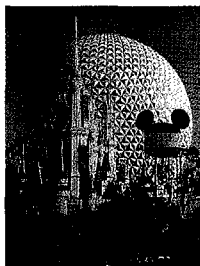
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# EMPLOYEE SERVICES MANAGEMENT

August 1996  
Volume 39, No. 7



Published by the National  
Employee Services and  
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## Departments

- 6 News in Brief**  
Open Door Policy is Defined . . . Sports:  
What's Hot? . . . Main  
Reasons for Job  
Turndowns Cited . . .  
You Get What You  
Pay For . . . Legal  
Issues of E-Mail . . .  
Automatic Hotel  
Check-Ins . . .  
Menopause at the  
Workplace

- 29 Health Promotion**  
Getting Rid of Body  
Fat: What's The Real  
Story?

*By Viveca Jonsson*

- 31 Employee Store**  
A Turnaround for  
Home Safety Products  
*By John Felak, CESRA*

- 36 Buyer's Guide  
Update**

- 40 Hands On**  
Why Volunteer?  
*By John J. Schmid, RVESRA*

## Features

- 4 National Employee Services and Recreation  
Association 1995 Annual Report**

- 8 NESRA's 1996 Awards of Excellence Program  
Presents Award Winning Employee Programs**  
You'll get inspired by Neuville Industries, Inc. and CIGNA  
Corporation's innovative employee programs that earned them  
NESRA's Eastwood Award. Kudos also go to winners of  
NESRA's Program of Excellence Award, Communication  
Award, Chapter Merit Awards and Leonard R. Brice Chapter  
Award.

- 20 Ad Index**

- 21 Recognition Reaps Rewards**  
Author of *1,001 Ways to Reward Employees* explains how  
praise and recognition doesn't have to cost your company much  
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*By Bob Nelson*

- 26 Service Award Update**  
Looking for new service awards? Find out what's out there and  
which NESRA National Associates offer them.  
*By Cynthia M. Helson, editor*

- 28 Revenue Generating Ideas**  
Here's a list of ideas to help you generate revenue for your  
employee program or employee association.

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# ***NESRA Congratulates the Winners of the John Davis Best Booth Awards at NESRA's 55th Annual Conference and Exhibit***

## ***First Place***

### **Let's Get Organized**

Allen Lottman  
21126 Merridy St.  
Chatsworth, CA 91311

## ***Second Place***

### **Get Away Today Inc.**

Tina Billmire  
1491 E. Ridgeline Dr. #300  
Ogden, UT 84405-4976

## ***Third Place***

### **Medieval Times Dinner & Tournament**

Jim Lennartson  
7662 Beach Blvd.  
Buena Park, CA 90620

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# National Employee Services and Recreation Association

August 1996

## Dear NESRA Members:

As President and on behalf of the 1996 NESRA Board of Directors, it is my pleasure to present our Association's Annual Report for 1995. NESRA is audited annually by an independent accounting firm, Skaltitzky & Noonan, Ltd., in Palos Heights, IL.

The future of NESRA has never been brighter. There are more challenges on the horizon that are waiting for everyone's attention. NESRA is poised to guide the profession into the 21st century by "stretching the boundaries" of employee services in your company, in your city, in your region and across the Americas. Either get on the train or get out of the way. Change will not stop because we are unwilling to face it, it will merely pass on by. Use all the NESRA services to buy your ticket on the train to the future of employee services.

## 1995 NESRA Highlights

- NESRA held a successful Annual Conference and Exhibit in Philadelphia, PA.
- We planted the seed for the development of the NESRA Web Site, <http://www.nesra.org>, on the Internet.
- We chartered a new Chapter in Indianapolis, IN, named, NESRA of Central Indiana.
- Successful Regional Conferences took place in Anaheim, CA (Western Region) and Minneapolis, MN (Midwest Region).

Many thanks to the members of the Board of Directors, Staff, Chapter Leaders, Regional Officers, Project Team Members and all who were involved in these accomplishments. Collectively we have progressed to improve every employee's quality of life. Use these accomplishments as a spring board to send yourself and NESRA into the 21st century field of employee services.

Sincerely,



Gloria Roque, RVESRA  
President

# 1995 Annual Report

## STATEMENTS OF FINANCIAL POSITION DECEMBER, 1995 AND 1994

	1995	1994
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	\$215,404	\$241,028
Accounts Receivable	15,494	23,159
Prepaid Expenses	55,234	37,843
Overpaid Income Taxes	—	2,405
<b>TOTAL CURRENT ASSETS</b>	<b>\$286,132</b>	<b>\$304,435</b>
<b>FIXED ASSETS</b>		
Equipment	\$ 70,196	\$ 66,244
Less: Accumulated Depreciation	(42,559)	( 45,760 )
	<b>\$ 27,637</b>	<b>\$ 20,484</b>
<b>OTHER ASSETS</b>		
Security Deposit	2,076	2,076
<b>TOTAL ASSETS</b>	<b>\$315,845</b>	<b>\$326,995</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts Payable	\$ 25,748	\$ 24,488
Accrued Expenses	15,057	4,995
Accrued Income Tax	—	—
Deferred Income	177,641	160,016
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$218,446</b>	<b>\$189,499</b>
<b>NET ASSETS</b>	<b>\$ 97,399</b>	<b>\$137,496</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$315,845</b>	<b>\$326,995</b>

## STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEARS ENDING DECEMBER, 1995 AND 1994

	1995	1994
REVENUES	\$824,402	\$797,509
EXPENSES	864,489	818,411
INCREASE (DECREASE) IN NET ASSETS	\$(40,097)	\$(20,902)
NET ASSETS Beginning of Year	137,496	158,398
NET ASSETS End of Year	<u>\$ 97,399</u>	<u>\$137,496</u>

## NESRA EDUCATION AND RESEARCH FOUNDATION 1995 FINANCIAL STATEMENT

REVENUES	\$ 10,510
EXPENSES	<u>26,891</u>
EXCESS OF REVENUES OVER (UNDER) EXPENSES	\$(16,381)
NET ASSETS 1/1/95	<u>44,481</u>
NET Assets 12/31/95	<u>\$ 28,100</u>

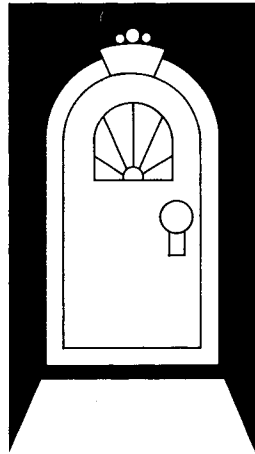
# NEWS

## IN BRIEF

### Open Door Policy is Defined

The first step in implementing an open-door policy is to identify when the door is open and when the door is closed, says *Fitness Management*. Open door traditionally has meant "the opportunity to interact with management openly and in confidence, without fear of repercussion, in order to resolve a challenge or express a concern."

In order to make an open-door policy work, set specific office times at which you will be available. Create a structure that allows employees' challenges or concerns to be addressed by their immediate supervisor first. Employees need to understand the proper response guidelines for open-door policy, so set the rules. Attempt to schedule a meeting within 24 hours of your employees' requests.



Hold your open-door session behind closed doors. Allowing the remaining employees to overhear a confidential conversation may create an unnecessary tension. Encourage employees who have requested an open-door meeting to write their concerns down on paper prior to the meeting. It is important to take a few moments and compliment team members for exercising and utilizing the open-door policy.

### ▼ Sports: What's Hot?

The Sporting Goods Manufacturers Association (SGMA) has tracked sports participation since 1987. The following activities indicate some of the top sports participation trends in the U.S. Activities with the largest percentage growth in overall participation (U.S. population; 6 years or older; participated at least once per year from 1987-1994) were: stair-climbing machines, roller skating (in-line wheels), mountain biking, treadmill exercise and nordic ski machines.

The most popular activities for overall participation (U.S. population; 6 years or older; participated at least once in 1994) were: bowling (53.1 million), freshwater fishing—excluding fly fishing (50.6 million), basketball (47.3 million), billiards (46.9 million) and tent camping (39.5 million).

Activities with the largest percentage growth in frequent participation (U.S. population; 6 years or older from 1992 to 1994) were: in-line skating 25+ days—increased 148.7 percent, treadmill 100+ days—increased 118.7 percent, cheerleading 52+ days—

increased 93.8 percent, step aerobics 100+ days—increased 87.7 percent and mountain biking 52+ days—increased 80.9 percent.

### ▼ Main Reasons for Job Turndowns Cited

The third annual *Global Relocation Trends Survey Report* issued by Windham International and the National Foreign Trade Council (NFTC) notes that 48 percent of the time, the most common reason for the turndown of an international assignment is related to spouse/partner career concerns. In a question that allowed multiple responses, other family related concerns were cited as occurring 29 percent of the time, and 27 percent said no because of concerns about their children. Assignment location was also an important factor (32 percent) in a negative decision. In some of these cases, it was a combination of these factors that influenced the turndown.

Family adjustment problems were cited 42 percent as a leading cause

of assignment failure, and lifestyle issues were mentioned 24 percent of the time. Very few companies provide compensation for spouse/partner income lost as a result of an international assignment.

Difficulty in finding candidates was cited as a key challenge for 74 percent of this year's participants, up from last year's 67 percent. This trend underscores the limited number of expatriates who are both willing to relocate and likely to be successful in a different culture.

### ▼ **You Get What You Pay For**

**“Y**ou get what you pay for” is what effective pay design is all about, according to Edward E. Lawler III, Ph.D., director of the Center for Effective Organizations at the University of Southern California Graduate School of Business, reports *ACA News*. If you reward the wrong thing, you get it and if you don't reward it, you tend not to get it.

Lawler comments that many organizations suffer from one of two illnesses: they zero-in on one or two things they want to emphasize and people stop doing other important things, or they simply fail to measure the right things entirely and they motivate all the wrong behavior.

He says skill-based pay is most effective when self-managing teams are used and gainsharing plans are most effective in a relatively

stable manufacturing environment where work processes don't change rapidly.

### ▼ **Legal Issues of E-Mail**

**W**hen it comes to E-mail, don't be so fast on the “send” button. That E-mail message to your co-worker across the room, the one meant for her eyes only, could be read by your boss, your boss's boss, your company's computer systems manager, or any number of other people within or outside your organization.

Electronic speech is not totally protected from the eyes of the law, let alone the eyes of millions of other people, according to Rochelle Kaplan, general counsel for the National Association of Colleges and Employers. Companies in which employees use E-mail or have access to the

Internet have the right to restrict how and what employees say in those messages. And some companies are doing it in reaction to the “Communications Decency Act,” part of the recent Telecommunications Act of 1996, which prohibits minors with indecent material. The act does not define indecent material nor is it clear who would be considered the violator—the person sending the information, the entity providing the E-mail or Internet access to the sender, or both. It will be up to the courts to determine the boundaries of this sweeping restriction on speech if the act is held.

In the meantime, many companies are assuming the act will be upheld. In response, they are writing E-mail and Internet usage policies that encompass not only the decency act, but that also apply to downloading porno-


graphic materials, writing messages containing sexual, racial, or religious slurs (including jokes), downloading copyright and trademark protected material, or posting defamatory material on-line about an individual or another organization.

### ▼ **Automatic Hotel Check-Ins**

**A**ccording to *USA Today*, in about 2-3 years, hotel guests will use automated check-in kiosks much like the banking industry's automated teller machines.

Guests will slide in their card, punch a few buttons and receive a room key.

Some machines will also offer weather information, on-line booking capabilities and lists of restaurants.

Front desks will not disappear, they will be combined with the concierge function. 

## **Menopause at the Workplace**

**A**merican *Demographics* projects about 19 million women will be in the prime menopause age span of 45-54 in the year 2000, reports *USA Today*.

Doctors are seeing many women complaining about memory loss, energy lapses, forgetfulness or lack of focus.

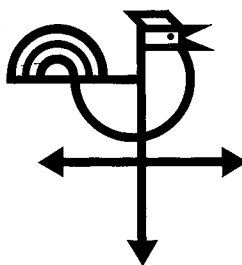
One issue for some career women is the matter of acknowledging

menopause to colleagues at some point. It is difficult for anyone to try to function after a number of sleepless nights. It makes it more difficult if

the woman is in a position where several people report to her at work.

Given the negative images surrounding menopause, there is the possibility that co-workers would be quick to label any disagreeable behavior as menopause.

Each woman's menopause experience is different, and not everyone has a terrible time with the symptoms.





# Award Employee

▼  
**These award-winning programs will inspire new developments in your own program.**

## *Eastwood Award*

The most prestigious award in NESRA's 1996 Awards of Excellence Program is the Eastwood Award. Named in honor of NESRA's first president, Dr. Floyd Eastwood, the award is presented to the most outstanding overall employee services and recreation program of 1995. With this award NESRA recognizes the achievements of employee services programming that provides opportunities for mental, physical and social development of employees and their families.

To qualify for this award, NESRA members submitted three-ring binder portfolios that provided answers to standard questions regarding the program's mission statement and objectives, its purpose and history, long-range goals, all the program's components, the development of its unique offerings, leadership and financial resources. Entries also included samples of promotional pieces for their programs and photos of participating employees.

Entries were designated into four categories by company size: companies with less than 1,000 employees; companies with 1,001-2,500 employees; companies with 2,501-5,000 employees and companies with over 5,000 employees. We are highlighting this year's two winners. They are in the categories of less than 1,000 employees and over 5,000 employees.

In honor of these prestigious award winners, we highlight their overall employee program, how it's tailored to its employees and what keeps it financially sound.

Less than 1,000 employees

### **Neuville Industries, Inc.**

Hildebran, NC

April Ewaka, Human Resources Assistant accepted the award. She can be reached at (704) 397-5566 ext. 318

### **The Program**

Founded in 1950, Neuville originally served as a middleman in the hosiery industry—buying socks from North Carolina manufacturers and selling them to mass merchants. In the late 70s, the company began to move into manufacturing. The Catawba Valley area, where Neuville is located, is the largest hosiery producing area in the nation, employing over 10,000 and producing over 50 percent of the country's hosiery. A result of this heavy concentration of hosiery manufacturers is a fierce competition among companies for labor. Unemployment rates are low in the area and industry turnover averages 80-100 percent.

Neuville's focus on ES&R programs was a result of the company's desire to differentiate itself from the competition. We were to meet the growing needs of our customers at competitive costs. We wanted to be able to attract and retain the best people in the labor market and felt that developing programs to focus on the needs of employees as individuals would enable us to do this.

Our first step, given that our industry makeup is typically 80 percent female, was to look for an innovative benefit approach to

## Excellence Program Presents

# Winning Programs

introduce with the company's move into manufacturing in 1979. Our solution was to open the second industrial child care center in North Carolina and among one of the first 10-15 in the nation. Recognizing the success of Playworld, we expanded our efforts in the ensuing years by adding a variety of other employee services and recreation programs. Each program has been carefully thought out and designed to promote the intellectual, recreational and emotional needs of our employees.

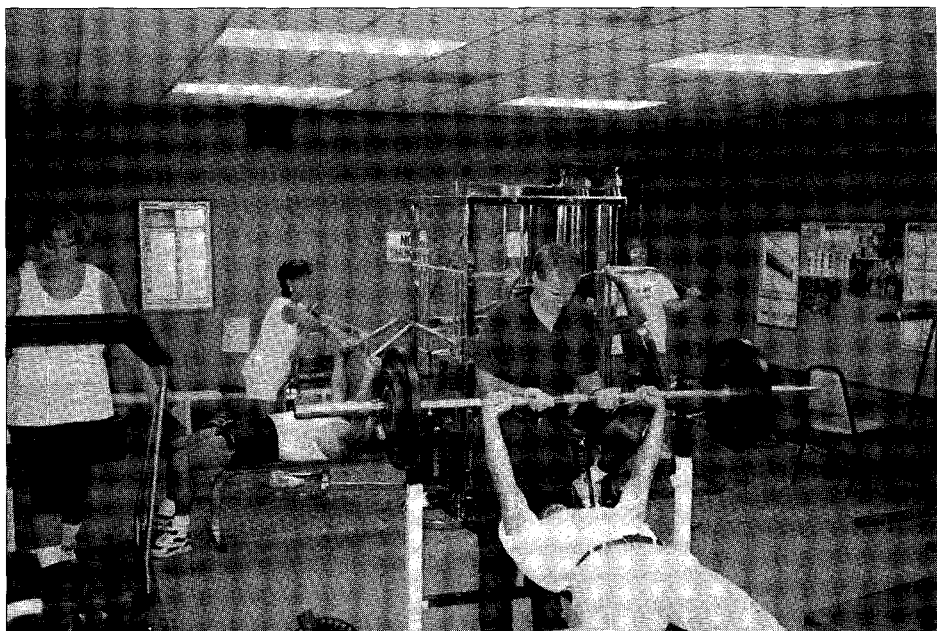
Our CEO, Steve Neuville, is extremely supportive of all human resources programs. He is regarded as an industry leader in many areas, but is particularly well known for his efforts in employee services. Neuville was a "family friendly" company with a visionary employee relations approach long before such issues grabbed national attention.

### Tailored to Meet Employees' Needs

To attract and keep employees, Neuville offers the following:

#### ■ *Neu-Attitude Aerobics and Fitness Club '95:*

Employees are given the opportunity to participate in physical activities that include walking (one mile track around our facility), step aerobics, toning aerobics and working out in the weight room (all on-site). An AFA (Aerobics and Fitness Association) certified instructor with eight years of aerobics



*Neuville Industries, Inc.'s employees can participate in walking around the track, step aerobics, toning aerobics and working out in the weight room.*

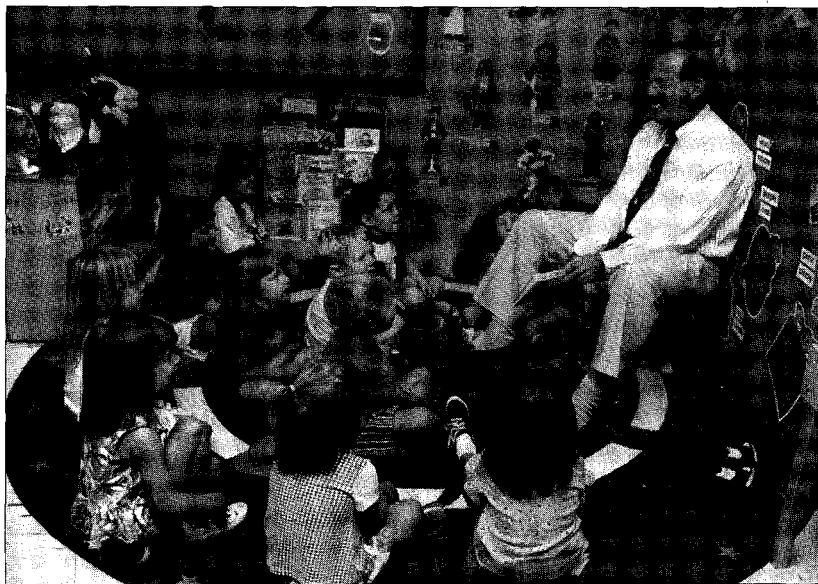
experience leads each lunch toning class (every Monday and Wednesday from 11:30 a.m.—12:10 p.m. (employee cost: \$1 per class, payroll deducted) and each step aerobics class (every Tuesday and Thursday from 4:15-5:15 p.m. (employee cost: \$1.50 per class, payroll deducted). A sedentary lifestyle costs an employer about \$1,900 per year (loss in productivity, higher payments for health insurance, disability and sick leave). According to *Sports Medicine Magazine*, current evidence suggests that exercise is both cost-effective and

## AWARD WINNERS

cost-beneficial. The immediate return may be as much as \$2-\$5 for every \$1 invested. In this particular program, employees pay the full cost of the aerobics portion of the program. Neuville is responsible for the organization and space aspects. Employees are encouraged to participate in the company's Fitness Club—they receive "fitness points" for participating in all wellness programs. They may redeem their Neuville Fitness Points at Neu-Mart (the company store) for Neuville logo items such as: golf umbrellas, watches, T-shirts, Polo shirts, shorts, jackets and coats.

■ **Blood Drive:** Neuville Industries invites the American Red Cross Blood Mobile to our facility once per year. The Red Cross needs our help in providing a "second chance" at life to people in our community. Employees who participate in the blood drive are paid "average time" or their regular hourly rate during the time they are away from their job (generally about 45 minutes).

■ **Child care:** It is Neuville's philosophy to provide quality child care for the children and grandchildren of its employees. It is the company's intent that the child development center will provide a return on investment by creating an atmosphere that assists in the development of productive and more highly motivated employees.



Steve Neuville, CEO, reads a book to the 5 year-old class in the company's Child Development Center.

■ **Christmas Gathering:** Neuville hosts a Christmas dinner for all employees mid-

December. Employees enjoy a feast of turkey and trimmings while listening to Christmas carols played by an organist.

■ **Company Store:** "Neu-Mart" on-site company store is open two days per week with a large inventory of socks, Neuville logo items, toys, watches, sports paraphernalia, gloves, discount tickets (Carowinds, Biltmore House, Chimney Rock Park, Emerald Point Water Park, Tweetsie Railroad, Crown Cinema VI, Dollywood), stamps, etc. Employee purchases may be paid with cash or payroll deducted. Items are priced with a 0-10 percent markup to meet the overall "break-even" objective.

■ **GED/ESL Program (high school equivalency English as a Second Language):** Neuville pays total cost for these classes and provides an updated resource library to advise employees as to local class availability (location/class/time). Periodic reminders are sent to employees advising them of this benefit/resource.

■ **Health Fair:** Employees are encouraged to participate in a variety of programs offered on company time during an annual health fair. Activities during the week consist of health screenings, blood pressure checks, lipid panels, body composition analysis, height and weight checks, vision screenings; hearing screenings and prostate/mammography screenings. It is true...Early Detection is the Key. According to Steve Neuville, "I view the Health Fair as a positive step in attacking the health care cost problem that faces industry and the nation. This program gives our employees positive guidance for living healthier lives and helps set up a safety net to detect costly ailments at their early states."

In addition to the health screenings, a step aerobic demonstration is performed in the cafeteria during lunch. Sharon Barger (our current on-site aerobics instructor) and several employees who participate in the classes offered here at Neuville, exercise to encourage others to get involved in physical activity.

Our certified instructor promotes her services of setting up personalized exercise routines and offering fitness instruction, which was specifically targeted for the individual.

■ **Health/Wellness Information:** Information published by a health organization addressing



*Employees participate in vision/audiometric screening during Neuville Industries Inc.'s health fair.*

various wellness topics are stuffed into each paycheck.

Employees also receive a health newsletter on a bimonthly basis.

■ **Hosiery Week Activities:** The month of August has been officially designated as "National Hosiery Month." In celebration of this period, Neuville, the National Association of Hosiery Manufacturers (NAHM) and the Carolina Hosiery Association (CHA) coordinate several events for our employees.

- Carowinds: special discounted Carowinds tickets to be used during "Hosiery Week" are available in Neu-Mart.
- Softball: Neuville sponsors a softball team to compete in the CHA Division Tournament.
- Hickory Motor Speedway Races: the Hickory Motor Speedway "celebrates hosiery" by offering special ticket prices to a race during hosiery week. Neu-Mart distributes the tickets.
- Canned Food Drive: Neuville sponsors a canned food drive to assist East Burke Christian Ministries. All employees bringing one or more canned good items sign their name on a sheet to be registered for a three-day/two-night stay at the Grove Park Inn Resort in Asheville. This includes golf, two tickets to the Biltmore Estate and \$200 in spending money!
- Beach Trip: All hosiery employees are eligible to win a three-day/two-night trip for two to Myrtle Beach, including \$250 in spending money.
- Hand Puppet Contest: Children ages 5-14 are invited to come to Valley Hills Mall to create their own hand puppet. All materials to design hand puppets are provided. Prizes are awarded to 1st, 2nd, 3rd place winners and 10 honorable mentions.

- Art Poster Contest: All artwork must be done by a child or grandchild of a hosiery employee. All artwork is judged by the Hosiery Technology Center at Catawba Valley Community College East Campus.

- Art of Hosiery: Employees are encouraged to use their creativity with materials found in a hosiery mill—yarn cones, boarding forms, packaging, etc.—to win up to \$50!

■ **Pre-Retirement Newsletter:** Employees over age 55 receive this on a bimonthly basis.

■ **March of Dimes Walk/Playworld's Wonder Walk:**

Neuville employees enjoy giving of their time and money to this charitable organization. In 1995, Neuville raised \$4,590 and had 66 employees participate in the seven mile walk. The Wonder Walk is a "children's March of Dimes walk" on a much lower scale. The Wonder Walk takes place on-site with our daycare children walking the track around our facility.

While walking, they have "stops" to visit McGruff the Crime Dog, a fire truck, a clown, and an airwalk jumping unit. In 1995, Playworld alone raised \$2,056. We hold an annual Halloween Costume contest...employees dress up and collect 25 cents per "vote." Proceeds go toward the March of Dimes and winner receives a "night out on the town." Throughout the year, various raffles, car washes and bake sales also generate funds for this worthy cause.

■ **Part-Time Jobs with Benefits:** Employees have options available to work 25, 30, or 32-hour work weeks with a full pro-rated benefit package. Employees who are 62-1/2 plus with

## Additional Programs Offered By Neuville Industries Inc.

2 Cafeterias—offering payroll deduction  
Credit Union  
Discount Ticket Program  
Dry Cleaning  
Financial and Pre-Retirement Counseling Services  
Flex-time  
Flu Shots  
Footprint Newsletter  
Part-time Jobs with Benefits  
Scholarship Program  
Service Award Program  
Weight Watchers Classes

five years of service, also have the option to work 20-hour weeks with full (100 percent) benefits.

■ **Picnic:** Employees anticipate and enjoy Neuville's annual company picnic. The picnic is held during the month of May at a local civic park. Employees and their family members are invited to come and take part in the following free activities:

- All You Can Eat Food/Snacks/Drinks
- Rides/Games: Batting Cage, Cosmic and Junior Orbitors, Golf Computer, Junior Sea of Balls, Lunar Scooter, Putt-Putt, Bingo, Radar Pitch, Air Jumping Unit, Clown Cane Toss, Plinko, Scram Ball, Wheel of Fortune, Soccer Kick, Basketball Units, SkiBall Units. Children's games: Bubble Maker, Duck Pond, Fishing Game, Red Ruby Dig and Teddy Bear Ring Toss.
- Entertainment/Booths: The Gravity Brothers Juggling Act, Bubba the Clown, Face Painters, Pony Rides, Petting Zoo, Hickory City Police Marine Unit Display, Caricaturist (\$5 fee) and SAM's Club Membership Booth.
- Contests: Neuville Scavenger Hunt, M&M Guess and Cake Bake-Off.
- Drawings: 10 Vacation Days and a Trip for two to Myrtle Beach with a Vacation Day and \$150 cash.
- Softball Tournament: Neuville Championship Game. Teams compete for weeks prior to the picnic and the two "finalist teams" play the championship game after the picnic. Neuville's four softball teams include:

Main Office, Dyehouse/Boarding/Greige Goods/Maintenance, Finishing/Warehouse, Knitting/Seaming.

■ **The Great American Smokeout (November 16, 1995):** Information was sent to our "smoking" employees in an effort to encourage them to take the challenge to quit smoking. Enclosed were incentives provided by the American Cancer Society to encourage smokers to kick the nicotine habit for a day. In addition to these incentives, Neuville is sponsoring a "cold turkey for a day" contest. This is an individual contest for all employees who currently smoke. If you can go one whole day (from November 16th at 6:00 a.m.—November 17th at 6:00 a.m.) without smoking, plus have three witnesses sign that you did it—you will be eligible to "draw" a prize from among the following:

- Great American Smokeout Day T-shirt
- Great American Smokeout Day mug
- Great American Smokeout Day cap
- Gift certificate for a "cold turkey"

■ **Quarterly Trips:** Human Resources coordinated quarterly company trips in '95 to Atlanta Braves/Charlotte Hornets/Carolina Panthers games and a Smoky Mountain Train Excursion. Trips planned for the future include Champions on Ice, Ringling Brothers and Barnum and Bailey Circus and Charlotte Hornets/Carolina Panthers game

## Ensuring Financial Resources

Operating ES&R programs is a part of our business. Existing programs that are successful are re-budgeted each year and new programs are supported via a contingency human resources budget, or are "cost-justified" to the Executive Committee. Cost justifications are done through analysis of tangible and intangible (morale, etc.) benefits.

Unfortunately, many companies are unable to see the benefit of ES&R programs. In an effort to provide information to other companies on the intangible benefits of ES&R programs, Neuville has begun working with the University of North Carolina to develop a model that cost justifies the child care portion of our ES&R program. The study, funded by a non-profit employment research group, will apply economic theory to place a dollar value on the impact that on-site child care provides. This will tell model "users" how much morale

will be improved with the initiation of on-site child care and what the impact of that improved morale will be on absenteeism, productivity, turnover, loyalty, etc. From there, it will assist "users" in placing a dollar value on factors such as "loyalty."

"I am eager to work with this research team on what I feel is an important social and economic issue," states Steve Neuville, "I firmly believe that on-site child care is an important

benefit to offer employees, but I would like to have some empirical evidence that quantifies the value of the benefit. It is my hope that such efforts will help make on-site child care more widely available."

Steve Neuville's commitment to the employees of Neuville Industries, Inc. shows in many ways. The company's ES&R programs are an outstanding example of what a small company can do in this area.

Over 5,000 employees

## **CIGNA Corporation**

Hartford, CT

Marci Kinnin, CESRA, employee services coordinator, accepted the award. She can be reached at (860) 726-5959

### **The Program**

CIGNA's archives show that the Employee Club started in early 1919. At that time, the Company was Connecticut General (CG). Within CG, old departments had expanded and new departments were being formed and a policy had been adopted to annually recruit college graduates. The Company recognized a need for something extra—something that would give employees a chance to get to know each other better. What resulted was the Connecticut General Club. The Club had officers and committees to organize bowling leagues, athletic events, evening parties and summer outings.

The first recreational facilities operated by the Club came to light in 1923. To quote records from CIGNA's archives, "the Club Room included a piano, suitable furniture and a gas range."

During the 1947-48 Club year, the Club offered these events and others:

- Baseball Excursion to Fenway Park (Boston Braves vs. Pittsburgh)
- Girls Picnic
- Men's Golf Party
- Fashion Show for Girls
- Intermediate Dressmaking
- How to Keep Fit and Like It Lecture
- Men's Smoker

In 1957, Connecticut General moved from downtown Hartford to its now suburban location in Bloomfield, CT. At that time, an employee store and bowling alley were added to the Club's domain. These services were offered to encourage employees to remain on-site during the lunch hour in lieu of running errands as they were accustomed to in downtown Hartford.

In 1962, Club membership had risen to 2,056 employees and the board consisted of 12 officers. The activities offered by the club at that time included:

- Bingo Parties
- Fishing Derby
- Football, Hockey, Baseball and Shopping trips
- Couples Outings
- Christmas Dinner and Entertainment
- Self Development Classes (Soviet Russia language courses, guitar, cooking and photography)
- Inter-Insurance Sports (bridge, softball, bowling, golf and tennis)

In 1975, CG recognized the need of employees to find quality, affordable child care. A barn on a corner of the property, remodeled to meet

### **In the 1940s CIGNA**

**Corporation offered**

**men's smokers and**

**intermediate dress**

**making courses.**

**Today this award-**

**winning corporation**

**offers programs such**

**as Country/Western**

**Line Dancing courses**

**and on-site child care.**



▼  
**Employee**  
**Services was**  
**asked to**  
**participate in**  
**the 1995**  
**Employee**  
**Benefits Fair**  
**where it**  
**staffed a**  
**table to**  
**answer**  
**questions**  
**and**  
**distribute**  
**information**  
**on dependent**  
**care, the**  
**Employee**  
**Activities**  
**Club and**  
**commuter**  
**transporta-**  
**tion.**

specifications of the state, became our first child-care center. The center was licensed to hold 70 students and we became the first company in the greater-Hartford area to provide for the operation of an on-site child-care facility. The building was leased to Living and Learning Centers, Inc. who provided the child-care services. By 1981, a decision was made to build a new facility to accommodate 80 children. Living and Learning had been acquired by Kinder-Care, and Kinder-Care continues to operate the center today.

In the early 1980s the Employee Club had become part of the Human Resources and Services Division. The benefits offered by Employee Services expanded once again to meet the needs of our employees. The energy crisis was on and Connecticut General's vanpool program was coming to life. By 1984, 60 vanpools were on the road carrying nearly 850 employees to work. The Employee Store began operation independent from the Club and is still part of the Human Resources and Services Division and Employee Services Department today.

In 1995, Employee Services programs had expanded to include not only child care but dependent-care services. These services are provided through an outside contractor. Employees may call a toll-free number to obtain information on child-care or elder-care providers and dependent-care counseling. Work/Family also provides reference books and videos as well as seminars. Discounts on tuition have been negotiated for CIGNA employees with child-care centers.

The services and programs available to employees are viewed by the company as an employee benefit. Because of this, Employee Services was asked to participate in the 1995 Employee Benefits Fair. Employee Services staffed a table at the fair to answer questions and distribute information on dependent care, the Employee Activities Club and commuter transportation.

#### **Tailored to Meet Its Employees' Needs**

The following information tracks some of the innovative programs offered to CIGNA employees.

■ **Children's Holiday Parties:** The Employee Activities Club Children's holiday Party is the largest subsidized event offered by the Club

during the year. We hold a Saturday morning Breakfast with Santa program. Families arrive at 9 a.m. for breakfast in the cafeteria. During the morning, there are walk-around characters and face painters to amuse the children. We also feature special entertainment such as a musician, magician or performer in the auditorium. Following entertainment, each child gets to visit with Santa, have their picture taken and get a gift. The event ends at approximately 11:30 a.m. In 1995, 325 people participated in the Christmas party.

The first annual Children's Breakfast with the Bunny was offered on March 25, 1995. Almost 300 employees and their children enjoyed pony rides, a clown show and an Easter Egg Hunt. We borrowed an Easter Bunny costume from a fellow NESRA member and a member of the Employee Club Board volunteered to be the Easter Bunny. The children had their pictures taken while they visited with the bunny. Children over five years of age were given kites as gifts—a great choice for a windy March day—and the younger children were given stuffed toy bunnies and chickens.

Another new program for 1995 was the Children's Halloween Party. The evening began with a pizza supper in the CIGNA cafeteria. A display company constructed a "haunted house" for the children to visit and an area farmer delivered pumpkins. After a hayride on the CIGNA campus, children left with a stuffed animal and a pumpkin.

■ **Craft Fair:** Every year, the employees look forward to the Holiday Craft Fair. The fair is held three days—two days at one site and one day at another. Publicity starts in September. Employees are given the opportunity to register prior to offering space to non-CIGNA crafters. Display spaces are 8' x 8' and the fair is open during lunch hours. In 1995, we allocated one day specifically to retirees and invited them to attend the fair and provided a retiree social. Booth rentals are \$35 for Club members and \$50 for non-Club participants (this includes the "outside" crafters). Funds are allocated to the operation of the Children's Christmas Party. Approximately 40 crafters participated in the fair.

■ **Dependent Care:** CIGNA is truly a leader in corporate-involved child care and dependent care. Our involvement began in 1975 when CIGNA opened an on-site child-care center.

Our present center accommodates 89 children from three months of age through kindergarten on a full-time basis and before, after and school vacation care for children up to age 12.

In 1992, Employee Services and Kinder-Care worked together to coordinate the "Great Escapes" Program. The purpose of this program was to provide a day of child care for national holidays when school was closed but parents were still working (President's Day, Good Friday, Martin Luther King Day, etc.). Great Escapes continues to be a well-received program.

CIGNA contracted with Work/Family Directions to provide a variety of dependent-care resources including a resource and referral service for child care and elder care, family issues counseling; public benefits; planning for a leave of absence or retirement. During 1995, the following lectures were offered:

- Dos and Don'ts of Discipline
- Sibling Battles
- Connecting With Your Teen
- Setting Limits and Delegating at Home
- What Can I Expect When My Older Parents Age
- Options and Resources for Older Relatives

CIGNA was recognized by *Working Mother Magazine* as one of the 100 Best Companies for Working Mothers.

■ **Exercise Classes:** The Exercise Class program began at CIGNA in 1982. At that time aerobics classes were held after work outside on a level grassy area. Believe it or not, there was a tremendous amount of interest in this program—people were not hesitant to get into leotards or sweats and exercise outdoors.

Because the outdoor aerobics program was so popular, it was justified to management that employees had sufficient interest in this type of program. Management agreed to give a small carpeted room to Employee Services to use as an exercise room in 1983. Eventually, mirrors were installed on one wall of this room and the program was expanded to include classes before and after work and at lunchtime. To satisfy employee-identified needs and interests, both aerobic and toning classes were offered.

As CIGNA's business and employee base grew, home office employees were housed in several buildings in Bloomfield and Hartford, CT. Again, our participation numbers showed that there was a definite need and interest in exercise rooms in three facilities.

We make every attempt to keep up with the

latest trends in exercise and our current program includes Jazzercise, Reebok Step, Reebok Slide, Reebok Step and Circuit, Supersculpt (non-aerobic) and Tai Chi. All classes are taught by outside vendors who are required to have their own liability coverage, CPR Certification and other fitness-related credentials. The vendors, which are screened by the employee services coordinator, submit class proposals, details on their fitness-related education, references and are observed teaching a class. The vendors are under a contract that was prepared by our Risk Management and Contracts Departments.

■ **Fishing Derby:** A CIGNA tradition is the Annual Children's Fishing Derby. This event, opened to Club Members only, is usually held in late-May or early-June. Our Bloomfield campus lends itself beautifully to an event such as this since it includes a three-acre pond, which is part of the building's cooling and ground's irrigation system.

Approximately 180 people turned out for the 1995 Derby that begins at 6:30 a.m. and runs until noon. Sunfish and bass live in the pond but additional bass are stocked in the pond the day before the Derby to ensure that everyone catches something. We require fishermen to bring their own equipment and live bait. Trophies are given for largest fish caught—over and under age nine,—most fish caught; first fish caught and first Bass caught. Every child gets a prize for participating. Expenses total approximately \$350 and cover fish, juice boxes, trophies and prizes. The Derby was highlighted in an article in the March 1995 issue of *Employee Services Management* magazine.

■ **Intercompany Sports:** CIGNA supports several teams in intercompany leagues in the greater-Hartford area. The Intercompany Team Activities Policy Statement reads: "CIGNA Corporation supports intercompany team activities and recognizes their beneficial contribution toward promoting positive intercompany relations and internal employee relations."

The Employee Services Department pays for league entry fees and uniforms. In 1995, the Men's Softball Team qualified to compete in the National Fast Pitch Tournament in Atlanta, GA. For the tournament, Employee Services also paid for the team travel and accommodations. The team had the best

▼  
**A Bloomfield  
CIGNA  
tradition is  
the Annual  
Children's  
Fishing  
Derby.**

record for a Northeast team and finished overall third in the national tournament. The CIGNA Running Team continually makes a great showing in local and national competitions such as the Manchester (CT) Road Race, Corporate Challenge, the Pratt & Whitney Corporate Cup and the Manufacturer's Hanover Race in New York City.

Approximately 250 employees participate in the Intercompany Sports Program within the following teams:

<i>Basketball</i>	<i>Bowling</i>
<i>Bridge</i>	<i>Downhill Skiing</i>
<i>Golf</i>	<i>Running</i>
<i>Skeet Shooting</i>	<i>Softball</i>
<i>Soccer</i>	<i>Tennis</i>

■ **Intramural Sports:** The Intramural Sports program is run by the Employee Activities Club. All participants in the intramural

#### **Summer:**

*Coed Softball*  
*Coed Volleyball*  
*Golf*  
*Flag Football*

*Men's Softball*  
*3-on-3 Basketball*  
*Tennis*

#### **Winter:**

*Men's Basketball*  
*Duckpin Bowling*

*Coed Volleyball*

During the summer months, CIGNA's outdoor facilities are used for softball, volleyball, basketball and tennis. Rented facilities are used for the winter sports of basketball, volleyball and bowling.

■ **Line Dancing Classes:** Country/Western Line Dancing, taught by a CIGNA employee is offered for 45 minutes during the lunch hour on a five-week rotation. Members of the Employee Activities Club pay a fee of \$16 and non-Club individuals pay \$20. The Employee Club takes

40 percent of the registration fees as a fund-raiser and the remaining 60 percent goes to the instructor. We have 25-30 participants each session; classes meet on the stage of the company auditorium. These employees recognize line-dancing as a combination of exercise and fun.

#### **On-Site Services**

■ **Dry Cleaning and Shoe Repair:** These services are provided at two of our main campus buildings and are open during lunch hours. The service is provided by an outside vendor. A percentage of sales are paid to the Employee Store.

■ **The Employee Store:** Three home office buildings offer stores that sell sundry items, magazines, snacks, giftwrap and greeting cards, small gifts, photo finishing and provide special vendor sales. Vendor sales are also offered at a local field office. The employee store manager and the employee services coordinator report to the director of Employee Services. The store ran 518

special promotions and had 141,000 store transactions within four locations.

■ **Transit Lube:** A mobile, self-contained oil change trailer visits two home office buildings and one local field office on a rotating monthly schedule. Employees make an appointment with the vendor, leave their car in the morning and pick their car up at the end of the day. Car detailing services are also available.



*CIGNA Corporation's running team is just one of many teams employees can join.*

leagues are required to be Club members as the Club subsidizes the cost of the league—gym rental, umpires/referees, equipment, etc. In some instances, such as winter coed volleyball or winter basketball where expenses are higher due to the need to rent gym space, team participants are required to pay a league fee. The Intramural Leagues that are offered are:

■ **Retiree Services:** CIGNA employees that are members of the Employee Activities Club at retirement become Honorary Club Members and are members for life at no cost. The Employee Club maintains a mailing list of Honorary Club Members and the retirees are represented on the Employee Activities Club Board with a Retiree Chairperson. This chairperson and his/her committee develop trips or social gatherings specifically for retirees. Periodically, the Employee Club also mails flyers for activities that are being offered to active employees to the retirees.

We have found that the retiree group is a difficult one to organize for several reasons:

- We are competing with local senior centers for trips and activities;
- While retirees may be interested in knowing what is going on at CIGNA, they may not be interested in participating in the actual activity, however, they like to still feel connected to CIGNA;
- Some retirees prefer to travel during the week so they are home to be with their families on weekends; others prefer to travel on weekends so they can do volunteer or part-time work during the week.

Nonetheless, we do continue to send flyers and try our best through surveys to determine what interests retirees.

## **Ensuring Financial Resources**

**Employee Services:** All administrative expenses are assumed by the company—salaries, benefits and taxes for Employee Services personnel, office supplies, printing, phones, training programs, travel expenses, office rent, etc. Budgets are submitted in September and are monitored monthly to ensure that expenses stay within that budget. Budgets are developed by the employee services coordinator with final approval by the director, employee services.

**Employee Activities Club:** Membership in the Employee Activities Club is open to all employees—salaried, hourly, part-time, temporaries and long-term consultants. Yearly membership dues are \$8 for employees that join during the month-long membership drive and \$12 for employees that join after the drive. New employees are given two months to join the club at the \$8 rate. The Company gives the Employee Club a subsidy of \$3 per active Club Member.

The Employee Activities Club maintains its own interest-bearing checking account. The

yearly Employee Club budget is based on anticipated revenues from membership dues and matching company contribution. Each Board Member is given a budget based on the previous year's expenses. The Club budget is recommended by the treasurer and employee services coordinator and approved by the board. A variety of fundraising programs such as Entertainment and Dine Out books, an employee craft fair, sale of giftwrap supplies, book sales, watch sales are provided. These miscellaneous fundraisers accounted for revenues of \$5,708 during 1995.

CIGNA Corporation believes in the value of its employees and offers an extensive variety of programs.

*Get the recognition you  
deserve*

*Enter NESRA's 1997  
Awards of Excellence  
Program. Look for a  
NESRA Awards brochure in  
your mail in the Fall or call  
NESRA Headquarters  
(708/630) 368-1280 to hear  
how you can start  
preparing your entry.*

# *NESRA's 1996 Awards of Excellence also recognized winners of the Program of Excellence and its Communication Award*

## *Program of Excellence Award*

**T**he Program of Excellence is awarded in recognition for the most outstanding individual program activity within an overall employee services and recreation program in 1995. Those who entered submitted answers to questions regarding the program's objectives, its description, its history and purpose, evaluation of its success, developing future leadership, financial stability and unusual challenges. The winners provided thorough answers to these questions and provided outstanding materials supporting each answer.

NESRA Proudly Announces the Winners of its Program of Excellence Award:

### **Blue Cross & Blue Shield of Texas, Inc.**

Richardson, TX

"Wabbit Walk"

Susan Murphy, health fitness specialist, accepted the award

### **CoreStates Financial Corp.**

Philadelphia, PA

"March of Dimes Walk America"

John Schmid, RVESRA, CEA chairperson, accepted the award

### **The DuPont Country Club**

Wilmington, DE

"75 Year Anniversary Celebration"

Jeannie Saturno, manager member services, accepted the award

### **Henry Ford Health System**

Detroit, MI

"Zoolympiad II"

Tina Kashat Hipp, senior public affairs, submitted the entry

### **Lawrence Livermore National Laboratory**

Livermore, CA

"Employee Bike Inspection"

Kenneth Giannotti, LLNL principal administrator, submitted the entry

### **Marriott Corporation**

Johnson City, NY

"Summer Fun Clubs"

Rick Kuzma, athletic manager, submitted the entry

### **Phillips Petroleum Company**

Bartlesville, OK

"Lifestyles of the Fit and Healthy"

Dick Robinson, director of recreation and athletics, accepted the award

### **QUALCOMM, Incorporated**

San Diego, CA

"2nd Annual 'No Talent Required' Corporate Olympics"

Mary Higuett, recreation coordinator, accepted the award

### **University of Texas Medical Branch at Galveston (UTMB)**

Galveston, TX

"UTMB Celebrates Employee Services Day"

Shari McLaren, program coordinator, accepted the award

## *Communication Award*

**T**he Communication Award was presented to the organizations that had an outstanding overall

communications program dedicated to employee services and recreation in 1995.

Those who entered provided answers to questions regarding the communication program's goals and objectives, its methods of communication, evaluation procedures of the program's effectiveness, unique challenges it has overcome, slated improvements and resources utilized for the program's implementation. Entries also included samples of promotional pieces enclosed in attractive three-ring binders.

NESRA Proudly Announces the Winners of the Communication Award:

Over 5,000 employees

### **The Home Depot**

Atlanta, GA

Wes LeCroy, corporate wellness coordinator, accepted the award

2,501-5,000 employees

### **Blue Cross & Blue Shield of Texas, Inc.**

Richardson, TX

Susan Murphy, health fitness specialist, accepted the award

1,000 employees or less

### **Thoms Proestler Company**

Rock Island, IL

Ron Peterson, corporate development assistant, submitted the entry

# *NESRA Proudly Announces the Winners of its Chapter Merit Award and the Leonard R. Brice Chapter Award*

**N**ESRA's Chapter Award Program's objective is to recognize those chapters that have attained certain levels of achievement. The scope of the program is broad and includes recognition of the chapter's efforts to effectively network among members, promote professional development of members and conduct its affairs in a sound business manner. Chapters need to score points in every category to qualify for an award. Categories include chapter networking and professional development, chapter management and operation and a bonus category. Within these categories a chapter's attendance at NESRA Conferences, its hosting a vendor fair, frequency and participation at local meetings, program variety, continuing education, contributing articles to any NESRA publication, chapter newsletter, member recruitment practices and financial management are some of the factors taken into consideration.

Two levels of recognition may be awarded:

A.) Leonard R. Brice Superior Merit Award—awarded to Chapters earning 1,870 or more points for Chapters under 50 members and 2,620 or more points for Chapters over 50 members

and

B.) Chapter Merit Award—  
Awarded to Chapters earning 1,275-1,869 points for Chapters under 50 members and 2,020-2,619 points for Chapters over 50 members.

*NESRA is proud to announce the  
1995 winner of  
the highest Chapter Award—  
The Leonard R. Brice Award:*

## **Tri-County NESRA**

Santa Clara, CA

1995 Chapter President Carolyn Wimberly accepted the award

*NESRA also congratulates the following  
Chapter Merit Award Winners*

## **Massachusetts Association for Recreation and Employee Services**

Boston, MA

1996 Chapter President Carolyn Fischer and 1995 Chapter President Joan Brothers accepted the award

## **NESRA of the Inland Empire**

Riverside, CA

1996 Chapter Vice President Gerry Toerner, RVESRA accepted the award

## **Tampa Bay Suncoast Chapter of NESRA**

Tampa, FL

1996 Chapter Secretary Brenda Geoghagan accepted the award



*In Next Month's Issue of*  
***EMPLOYEE SERVICES***  
**MANAGEMENT**

*Travel Spotlight: Chicago*

*You Get What You Play For*

*While You're Taking Care of Others, Who Takes Care of You?*

*Plus Features of NESRA's On-Line Services at its site:*

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For more information on the products/services advertised in this magazine,  
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**Carvel Corporation.....24**  
(860) 677-6811, (860) 677-8211 FAX

**Florida Vacation Station.....CII**  
(800) 851-3198, (407) 363-7475,  
(407) 354-2109 FAX

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# Recognition

## Reaps Rewards

by Bob Nelson

**A**s Mary Kay Ash, founder of Mary Kay Cosmetics claims, "There are two things people want more than sex and money...recognition and praise." This could not be more true than in business today. Results of a recent survey by the Council of Communication Management confirm what almost every worker already knows; that recognition for a job well done is the top motivator of individual performance. Study after study has shown that what tends to motivate individuals to perform at higher levels is praise and recognition—that is, desired positive consequences for a job well done. While compensation is important, today it is considered a right and an entitlement by most employees. What we pay individuals gets them to take a job. To get them to do the best job on a daily basis is more a function of how they are treated—especially by their manager.

Recent business trends have also had an impact on the use of rewards and recognition. As organizations increasingly rely on leaner structures and superior customer service to stay competitive, using praise and low-cost rewards have become more important than ever before for a number of reasons:

- Employees are constantly being asked to be more self-directing, autonomous, and responsible for their own work.
- The role of a manager has evolved from that of an authoritarian, to one of a coach and facilitator. Subsequently, managers cannot

effectively be as directive in influencing employees and shaping their behavior.

- Today's employees are increasingly demanding work environments that they find motivating and "balanced" with their home life.
- In tight, recessionary times rewards and recognition are effective low-cost means for shaping and achieving desired performance.

Nowhere is the need to use employee recognition more important than in organizations who make a high use of volunteers.

### ASAP Cubed

We know that rewards and recognition are instrumental in bringing out the best in our workers. Yet, while giving effective praise may seem like common sense, it is not common practice in most organizations today. Many people have never learned how to give an effective praising. I suggest an acronym "ASAP cubed" to remember the essential elements of a good praising: praise should be done as soon, as sincere, as specific, as personal, as positive and as proactive as possible.

*As soon:* Give others praise as soon as you see the desired behavior or the achievement is complete.



▼  
**Author of**

**1,001 Ways**

**To Reward**

**Employees**

**shares low**

**cost**

**recognition**

**ideas.**

## Seven Simple Insights for Motivating Your Workers

1. *You get what you reward.*  
Be sure you have clearly defined what you want to get, then use rewards and recognition to move towards those goals.
2. *What motivates people, motivates people.*  
What is motivating to individuals varies from person to person. Be on target, ask workers what they want.
3. *The most motivating rewards take little or no money.*  
Try a sincere thank you, providing information, involvement in decision-making—especially as it affects your workers.
4. *Everyone wants to be appreciated.*  
Competent people, quiet people, even managers want to know what they are doing is important and meaningful.
5. *All behavior is controlled by its consequences.*  
Positive consequences will most quickly lead to desired behavior and enhanced performance.
6. *Management is what you do with people, not to them.*  
Tell workers what you want to do and why. By involving them, you'll more easily gain their commitment and support.
7. *Common sense is often not common practice.*  
It's not what you believe or say—it's what you do. Practice recognizing people and their achievements on a daily basis.

*As sincere:* Praise because you are truly appreciative of the employee's efforts.

*As specific:* Avoid generalities in favor of details of the achievement.

*As personal:* Praise that is face-to-face is most meaningful to others.

*As positive:* Do not undercut praise with a concluding note of criticism.

*As proactive:* Lead with praising and catching people doing things right or you are likely to instead be reactive about mistakes.

A manager at Hewlett-Packard Company learned the value of timely praise in a unique and interesting way. An engineer burst into the manager's office to announce he'd just found the solution to a problem the group had been struggling with for many weeks. The manager quickly groped around his desk for some item to acknowledge the accomplishment and ended up handing the employee a banana from his

lunch with the words, "Well done, congratulations!" The employee was initially puzzled, but over time the Golden Banana Award became one of the most prestigious honors bestowed on an inventive employee.

## Rewards and Recognition that Work

The best recognition, that which has the most positive effect on behavior, is initiated by an individual's manager. Over and over, workers indicate that praise by their direct supervisor—the one they report to and are in contact with on a regular basis—is what's most motivating. In a 1991 study by Dr. Gerald Graham of Wichita State University, 65 potential motivating techniques were evaluated. Four out of the top five incentives ranked by employees as most motivating were initiated by their manager:

1. Manager personally congratulates employees who do a good job.
2. Manager writes personal notes for good performance.
3. Manager publicly recognizes employee for good performance.
4. Manager holds morale-building meeting to celebrate success.

Managers must be careful, however, to match the reward to the achievement. Effective reinforcement should be customized to take into account the significance of the achievement. An employee who completes a two-year project should be rewarded in a more substantial way than one who simply does a favor for you. The individual's personality and what they value as motivating is also helpful for being on target. The reward should be a function of the amount of time you have to plan and execute it and the money you have available to spend. Fortunately, some of the best forms of recognition cost nothing at all!

## Be Creative; Have Fun

Recognize a worker's accomplishment in a unique and memorable way. You will find that the more creative you are with the reward, the more fun it will be for the worker, yourself and others in the organization. You could write a letter to the worker's family telling them about the worker's recent accomplishment and what it means to you and your organization. You could arrange for a top manager in the company to have a recognition lunch with the worker, or have the president call the person to personally thank him or her for a job well

done. You might find out what an employee's personal hobby is and purchase a small gift that relates to that hobby. You could dedicate the parking space closest to the building entrance for the employee of the month.

At Walt Disney World in Orlando, FL, one of their 180 recognition programs is called "The Spirit of Fred Award," named for an employee named Fred. When Fred first went from an hourly to a salaried position, five people taught him the values necessary for success at Disney. This helped to inspire the award, in which the name Fred became an acronym for Friendly, Resourceful, Enthusiastic and Dependable. First given as a lark, the award has come to be highly coveted in the organization. Fred makes each award—a certificate mounted on a plaque—as well as The Lifetime Fred Award—a bronze statuette of Mickey Mouse that is given to multiple recipients of the Spirit of Fred Award.

At AT&T Universal Card Services in Jacksonville, FL they use the "World of Thanks" award as one of more than 40 recogni-

tion and reward programs. It's a pad of colored paper shaped like a globe with "Thank You" written all over it in different languages. Anyone in the company can write a message of thanks to someone else. The program is extremely popular—in four years they have used over 130,000 such notes.

These ideas—and hundreds like them—are limited only by your imagination, time and creativity. Not only will such rewards uniquely single out exceptional workers, they will create a positive story that the individual will want to tell others time and time again. Friends, family and co-workers will get to hear about the individual's achievement and what the

▼  
**At AT&T Universal**

**Card Services in**

**Jacksonville, FL**

**they use the "World**

**of Thanks" award**

**as one of more than**

**40 recognition and**

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## No Cost Recognition

*Personal thanks and Public praise*

*Thank you notes*

*Employee parking space*

*Time with manager, president*

*Pass around trophy*

*Car wash by manager or executive*

*Distributing candy, cookies, ice cream floats*

*Cook and serve meal (barbecue, breakfast, etc.)*

*Feature in community newspaper/ company ads*

*Wall of fame—photos of achievers*

*Team projects scrapbook in company lobby*

*Certificate of appreciation*

*Balloons and computer banners*

*Pack lunch for employee*

*Create an award (Golden Banana, Spirit of Fred, etc.)*

*Time off (extra break, long lunch, 3-day weekend, etc.)*

*Do least favorable work*

*Victory celebration*


company did to celebrate it and the worker will get to relive it many times.

## Impact on Employees

To illustrate the power of recognition on individual behavior, Daniel Boyle, vice president and treasurer of Diamond Fiber Products, Inc., describes the impact on an employee when she was presented a nylon and cotton jacket as a special employee recognition reward called "The 100 Club" in his company. The 100 club is a "points" program in which employees earn points for achievements such as perfect attendance, supplying innovative ideas and volunteering in community service activities. When a worker reaches 100 points s/he gets a jacket imprinted with the Diamond logo and the words "The 100 Club." According to Mr. Boyle:

You might think this is a trivial thing, but it means a lot to the people who earn a jacket. A teller at a local bank told me once that a woman came in and proudly modeled her baby blue 100 Club jacket for bank customers and employees. She said, "My employer gave me this for doing a good job. It's the first time in the 18 years I've been there they've recognized the things I do every day." During those years she earned \$230,000 in wages, which had paid for cars, a home mortgage, food, other essentials, vacations, college educations. In her mind, she had provided a service for earnings. The money wasn't recognition for her work, but the 100 Club jacket was.

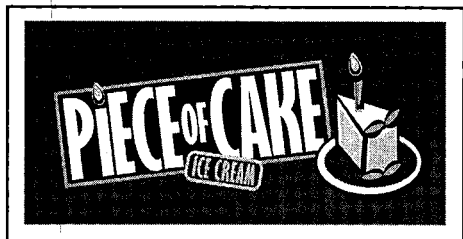
Well thought-out reward programs can earn bigger motivational dividends with workers than any number of more traditional organizational rewards such as raises and benefits alone.

To get and keep employees motivated today you need to look beyond what they are paid and focus on recognizing them for their contributions to the organization. As Larry Colin, president of Colin Service Systems, once said, "We realized that our greatest asset was our workforce and that our growth would come from asset appreciation." Make the extra effort to appreciate your workers and they will reciprocate in a thousand ways. 

Bob Nelson is vice president of Blanchard Training and Development, Inc. in San Diego and author of *1001 Ways to Reward Employees (Workman)*—now in its 14th printing. Bob is also a Ph.D. candidate in the Executive Management Program at The Claremont Graduate School in Los Angeles. He can be reached directly at (800) 728-6000, ext. 5293.

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## 1001 WAYS TO REWARD EMPLOYEES

by Bob Nelson

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At Hewlett-Packard they have the Golden Banana Award, Disney opens Disneyland one night a year to employees and families only, with upper management dressed in costumes and running the concessions and rides. One Gap manager thanks her workers for meeting a grueling deadline by giving gift certificates to a spa for a facial or massage. Finally, managers are beginning to catch on to something employees already know: that what really motivates a person to perform are those intangible, unexpected gestures that signify real appreciation for a job well done.

Bob Nelson has delved extensively into the issue of employee rewards and put together an idea-filled reference for making the person/achievement/reward equation work. From informal rewards (a note saying thank you, spontaneously taking a group out to a ballgame) to awards for specific achievements (reaching sales goals, quality/productivity awards, soliciting employee suggestions, providing customer service) to formal reward programs (gainsharing, anniversary awards), here are over 1,000 innovative ideas beyond the standard raise and/or promotion. Because as the best-run companies now know, money isn't everything.

### What Others are Saying

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—Ron Zemke, *Training Magazine*

*"This is the one book that should be on every manager's desk!"*—Ken Blanchard, co-author, *The One Minute Manager*

*"Can giving someone three pints of ice cream, as Ben and Jerry's does, help revive the American spirit? If so, the solution to America's problems may indeed be deliciously simple."*—*The New York Times*



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# Service Awards

**F**orty-six percent of NESRA Members are involved either as an individual or as a member of a group or committee in advising, recommending, specifying or approving the purchase of company service awards programs, according to

NESRA's 1996 Market Survey conducted by Research USA, Inc.

Of those who purchased service awards, each spent an average of \$3,890 on service awards. The highest percentage spent between \$10,000-\$24,999 a year on service award purchases.

Here is a list of some popular customized logo

service award items being purchased by NESRA members, based on a random telephone survey by NESRA Headquarters to both Associate Members and Organizational Members of NESRA.

## Customized, Logo Service Award Items

Anniversary pins with gemstones for each milestone  
College-type rings  
Colonial beer tankards  
Crystal wine carafes, wine glasses and tumblers  
Desk clocks with an engraving plate  
Higher end, name brand watches

## Service Award Providers

### Awards by Kaydan

221 Depot St.  
Antioch, IL 60002-1508  
(847) 395-2900  
Contact: Kathy Dreyer

### Bennett Brothers, Inc.

30 E. Adams St.  
Chicago, IL 60603  
(800) 621-2626  
(312) 621-1630  
(312) 621-1623 FAX  
Contact: Judy Paoli

Bennett Brothers' Choose-Your-Gift program offers 13 price levels from \$16 to \$1,000. Forty or more brand-name selections in each level. Full-color gift books, prompt fulfillment. Bennett Brothers established since 1900.

### D.M. Merchandising

4210 N. Trans World Rd.  
Schiller Park, IL 60176  
(847) 671-5850  
(847) 671-0850 FAX  
Contact: Mike Chiefari

Outstanding values and variety of high quality, gift boxed, fun fashion jewelry—bracelets, necklaces,

earrings, rings and designer pins—unique concept in one price assortment. Custom premium items available.

### Farash & Robbins, Inc.

40 Ruta Ct.  
South Hackensack, NJ 07606  
(800) 486-4865  
(201) 807-1990  
(201) 807-0666 FAX  
Contact: Brian Tucker  
Terrence Moran

America's best watch program—famous national brand Quartz watches. "Promo" suggested retail \$90-165 cost \$23.95; "Deluxe" suggested retail \$110-195 cost \$29.95 and "Super" suggested retail \$150-295 cost \$39.95. All watches packed in 25, 36, and 50 units with factory warranties included with each watch in its own presentation box.

### Great American Products

1801 W. 16th St.  
Broadview, IL 60153  
(708) 450-9200  
(708) 450-9269 FAX  
Contact: Jolie Miller

Manufacturers of fine pewter gift items such as belt buckles, keychains, pins, picture frames, letter openers, plaques, pewter embellished glassware and ceramicware. Great American Products is also a licensee of the NFL, NBA, MLB, NHL, NCAA and CBA. NESRA members receive 10 percent off list price.

### International Diamond Center

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Clearwater, FL 34622  
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(813) 572-7258  
(813) 572-6882 FAX  
Contact: Fred Miller

International Diamond Center is a manufacturing jeweler that offers recognition awards and gift programs tailored to your needs. We create corporate rings and logo jewelry and watches, writing instruments and

clocks from desktop to grandfather styles. Our pricing is very competitive. We offer jewelry incentive plans and offer a tremendous selection of Gem Lab Certified diamonds, gemstones and gold jewelry in 14K and 18K. We can supply through our wholesale division, merchandise for your employee stores. A merchandise discount for NESRA members is also offered. Please call for further information.

### Jordan Worldwide

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(215) 654-8200  
(215) 654-7575 FAX  
Contact: Adam Stern

Jordan Worldwide is the sole distributor for Armitron watches and all its licensed character watches (Looney Tunes, Snoopy, Garfield and Crayola) to the employee store NESRA market.

# Remain Popular

Lock blade, folding knives  
Mantle clocks  
Money clip knives  
Pewter belt buckles  
Pewter picture frames  
Plexiglass desk clocks  
Wall clocks  
Writing Instruments

## **Non- Customized Service Awards**

Appliances  
Bracelets  
Camcorders  
Cameras  
China  
Crystal  
Earrings  
Electronics

Exercise Equipment  
Furniture  
Luggage  
Necklaces  
Paintings  
Power Tools  
Rings  
Silver  
Sports Equipment  
Tie pins  
Toys  
V.C.R.s  
Vacuums

When developing your service award program, determine the goal of the program. Decide whether it is to instill pride in your company, to recognize long-service employees at the worksite on a daily basis, to give employees a reminder at home of their company's appreciation or for other reasons.



### *Krementz & Co.*

375 McCarter Hwy.  
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(201) 621-8300  
(201) 596-1148 FAX

Contact: Margie Rodriguez

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### *LaMarque Watch Co., Inc.*

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(516) 599-8818 FAX

Contact: Stephen Padaetz

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### *Lenox China and Crystal*

100 Lenox Dr.  
Lawrenceville, NJ 08648  
(609) 896-2800  
(609) 844-1580 FAX  
Contact: Dennis Wood

Lenox represents the following product lines: Lenox China giftware, lamps, clocks, figurines and dinnerware; Lenox Crystal giftware and stemware; Gorham China dinnerware; Gorham Crystal giftware and stemware; Gorham Sterling flatware; Kirkstieff pewter giftware and sterling flatware.

### *Olympus America Inc.*

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Zip Specialties is a Trophy and Award company actively engaged in Premium imprinted advertising products, gifts and awards of

all kinds. In business since 1974, with such accounts as Avon, Shell, Midas and more. (Formerly Time Products)

### *Zippo Manufacturing Co.*

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(800) 362-3598 FAX  
Contact: William Galey

Zippo Manufacturing Co. is a manufacturer of quality gifts that can be customized with corporate logos. Great for employee recognition, company stores, service awards and safety awards. Product selection includes knives, tape measures, key holders, writing instruments, etc. Made in USA. Lifetime guarantee.



# Revenue Generation

*Here is a list of revenue generating ideas. They are suggestions. Be aware that implementing some of them may cause you to be subject to unrelated business income tax. We advise you to consult with your appropriate corporate department for its expertise.*

- |  |   |   |   |
|--|---|---|---|
| 1. Ticket sales for theater/ events at a slightly marked-up price  | newspapers, recycling paper                             | 55. Parenting fairs—charge vendors for booths                                   | as model trucks with your company logo on them  |
| 2. Christmas tree sale   | 28. Casual days—\$1 fee to dress casual                 | 56. Food service  | 80. Coin-operated games   |
| 3. Candy sales   | 29. Softball tournaments/ leagues fees                  | 57. Barter agreement exchange   | 81. Special Sales—commission of sales—outside cafeteria, (jewelry day, clothing, art, etc.)                                     |
| 4. Logo items, T-shirt sales   | 30. Car wash  | 58. Movie ticket sales  | 82. Sell concessions at picnics   |
| 5. Guess how many jelly beans are in a jar contest   | 31. Outside consulting                                  | 59. Coffee mug sales  | 83. Cater banquets  |
| 6. Raffle ticket sales   | 32. Corporate Olympics—sponsor and entry fee            | 60. Travel program  | 84. Newspaper stands—percent of sales   |
| 7. Festivals—charge admission and charge for each game   | 33. Walk-a-thon—participants must get sponsors          | 61. Investments   | 85. Rent space to hairstylists on-site  |
| 8. Hold a party and sell tickets   | 34. Jewelry sales                                       | 62. Fitness-in-center contest fees  | 86. Rent space to shoeshiners   |
| 9. Silent auction  | 35. Variety show—employees in show, others pay to watch | 63. Discount ticket vending machine   | 87. Rent space to a manicurist  |
| 10. Recipe book sales  | 36. Concerts of choral groups                           | 64. Wrapping paper sales  | 88. Offer gift wrap service in store  |
| 11. Hold a photo contest and have sponsors provide prizes, then sell calendars with winning photos in it | 37. Video rentals                                       | 65. Pay phone revenues  | 89. Bowl-a-thon   |
| 12. Sell advertising on publications, team shirts, web sites, E-Mail, etc.                               | 38. Rent facility to private parties                    | 66. Rent bulletin board space to local suppliers—monthly rates                  | 90. Health-a-thon—employees participate in healthy activities and get sponsors to pay a fee for every mile they jog, walk, etc. |
| 13. Candlelight bowling ticket sales   | 39. Rental car discount programs                        | 67. Provide officials for sports activities—for a fee                           | 91. Offer diversity training to your company  |
| 14. Photofinishing   | 40. Prepaid phone calling cards                         | 68. Bingo   | 92. Offer team building program to your company   |
| 15. Family portrait program  | 41. Poster sales  | 69. Pancake breakfasts  |   |
| 16. Gift item sales  | 42. Vendor fairs  | 70. Art contest   |   |
| 17. Craft fair   | 43. Catalog sales                                       | 71. Newsletter advertising  |   |
| 18. Garage sale in parking lot   | 44. Consumer directory sales                            | 72. Sale of old office furniture  |   |
| 19. Bake sales   | 45. Sports equipment rentals                            | 73. Casino night  |   |
| 20. Vending machine sales  | 46. Health/fitness membership fees                      | 74. Auction donated sports items  |   |
| 21. Bus token sales  | 47. Personal fitness consulting fees                    | 75. Auction nostalgic company items   |   |
| 22. Employee store   | 48. Fees  | 76. Purchase Post Office boxes, install them on site and rent them to employees |   |
| 23. Business clothing sales  | 49. Dry cleaning service fees                           | 77. Sell classified ads in newsletter   |   |
| 24. Auction "Office Maid for a Day"  | 51. Interoffice consulting                              | 78. Rent parking spaces to employees for RVs and Boats                          |   |
| 25. Celebrity item auction   | 52. Flower sales  | 79. Sell collector's items such   |   |
| 26. Craft auction  | 53. Charge fees for courses                             |   |   |
| 27. Collect aluminum cans,   | 54. Health fairs—charge vendors for booths              |   |   |

# Getting Rid Of Body Fat: What's The Real Story?

by Viveca Jonsson

**T**his year the stores are bulging with more "fat-loss" products than ever. They promise to increase your base metabolic rate or help burn fat more quickly or more efficiently. They display pictures on the packages of the "Soloflex" man with his rippling abs and they promise the one thing we all want to hear: "You don't have to do it; the pill or powder will."

The ingredients in these products are typically stimulants such as ephedrine, caffeine or the mineral chromium. There is no definitive research to support the claims made about the many "fat loss" products currently on the market. Even if we are willing to risk our money on the effectiveness of some of these products, we may also be risking our health since the safety of none of these products has been adequately researched.

There has also been a lot of excitement built up in the media about the possibility that researchers are close to developing medications that will curb hunger or prevent fat absorption into our system. These products are still in the very early stages of development and thorough research will need to be done before they will be approved for general use. This process could take years and they may ultimately not be of great benefit to most overweight individuals.

Since overeating is more often linked to stress, boredom, depression, inactivity, compulsive behaviors and a learned lifestyle, simply curbing a person's appetite may not be the solution. In terms of fat consumption, Americans in 1996 are eating significantly less fat than 10 years ago. But because we eat on average 100 more total calories per day, mostly in snacks and fast foods, there are more overweight people than ever. This is attributed to the fact that people who eat low-fat or non-fat products feel they can eat more total calories.

Unfortunately, our bodies do not distinguish between calories from fats or other nutrients and store any excess calories as body fat.

As unexciting and labor intensive as it may sound by comparison, eating less total calories and less fat, drinking more water and exercising to use up calories and build more muscle mass is still the only safe and effective way to lose body fat long-term.

## Identifying Your Body Make-Up

The first step if you are considering losing weight is to find out if and how much excess body fat you have. However, this can pose a challenge. While everyone agrees that it is unhealthy to have too much body fat, few in the medical and fitness industry agree on how much fat is too much and how thin is too thin. Several studies published in the last year provide different recommendations. Confused? You're not alone.

You can start by taking a look at the 1995 Government Weight Chart on page 30, which recommends a healthy weight range for men and women by height. Be sure to view these guidelines in combination with your lifestyle and composition of your body. If you fall within the given optimal weight range but you are inactive and tired often, and you eat a lot of fatty foods, you may still be overly fatty. If you fall within the range and feel energetic, eat low fat foods and exercise regularly, you are probably in your optimal weight range. Although significant changes have been made to the chart since 1990, based on updated health and fitness information, the main drawback with it still remains that an individual's body composition is not factored in. You may have heard fitness professionals at your club or on television talk about ignoring your scale weight and paying more attention to

▼  
**Here's a  
reminder of  
key practices  
to reduce  
body fat.**

your body composition or fat to lean body mass ratio.

If you go strictly by the guidelines on the chart you can easily, if you are muscular and fit, weigh in over the recommended range even though you are the right size. This is because muscles weigh much more than fat and these charts assume an average body composition. On the other hand you can fall within the recommended weight range or even be underweight and have too much fat, if your muscle mass is very limited.

The best way to find out if you have excess body fat is to have a body composition analysis done. This can be done using one of several different methods such as calipers, ultra sound, hydrostatic weighing or electrical impedance. Some of these methods are more accurate than others, but each one, when repeated, shows the improvements taking place, which is the most important thing. One tried and true, less high-tech, way to find out if you have fat that should come off is to stand

naked in front of a mirror and shake your body. If something is still shaking when you stop, it is probably fat that needs to go.

If you find that you do have excess body fat to lose there are very specific steps you need to take to make sure that you are losing body fat and not lean body mass or water. A common mistake made by dieters is reducing the calorie intake too much. The body needs energy (calories) to function properly and when it doesn't get enough calories it assumes a conservation mode that lowers the body's metabolic rate. Then the body hangs on to stored fat instead of releasing it. If we try to diet by reducing our calorie intake only, the body will take half the additional calories it needs from fat and the other half from lean body mass (muscles).

This is one of the body's natural safeguards against starvation. By lessening our muscle mass, the most energy consuming tissue in the body, it attempts to make us a smaller and more energy efficient unit so we can survive famine. If the dieter reverts to former eating habits and amounts after a severe calorie-reduction diet, excess weight comes back in the form of body fat and the dieter may end up fatter than before s/he started the diet.

### **U.S. Government 1995 Healthy Weight Ranges For Men And Women**

Height (no shoes)	Weight range in pounds (no clothes)
4'10"	91-119
4'11"	94-124
5'0"	97-128
5'1"	101-132
5'2"	104-137
5'3"	107-141
5'4"	111-146
5'5"	114-150
5'6"	118-155
5'7"	121-160
5'8"	125-164
5'9"	129-169
5'10"	132-174
5'11"	136-179
6'0"	140-184
6'1"	144-189
6'2"	148-195
6'3"	152-200
6'4"	156-205
6'5"	160-211
6'6"	164-216

### **Healthy Practices**

A nutritionist or fitness trainer can help you figure out the amount of calories you should eat to lose weight safely by using one of several formulas. You need to know the amount of calories you need to sustain your current body weight (your base metabolic rate or BMR) and activity level, and then reduce that by 500 calories to produce weightloss by forcing your body to use up its energy stores (fat). The fat intake needs to be restricted to 20-30 percent of your daily calorie intake because fat contains 9 Calories per gram while carbohydrates and proteins contain only 4 Calories per gram. Fat is also ingested in a form where it is ready to be slipped directly into fat cells, while carbohydrates and proteins use up a large percentage of the calories they contain as they are converted into storage fat.

To lose fat weight and at the same time end up with a firm and well toned body, you also need to exercise regularly. Daily aerobic exercise, such as fast walking, workouts on cardio training machines such as stair climbers or stationary bikes, or aerobics classes, is needed to use up additional calories. The body not only burns extra calories while you are

exercising, but continues to do so for a significant time period after you exercise.

Weight training also plays an important role in the weight loss process because it increases the body's muscle mass. Muscle tissue uses a lot of energy both to work and rebuild, so the more muscle mass you have, the higher your metabolism. Non-training adults will, after age 30, lose muscle mass gradually, which means that their metabolism slows down by as much as 1/2 percent per year eventually producing the middle-age-spread. Untrained men and women starting up a weight lifting program can see a gain of 2-4 pounds of muscle mass in a period of two months.

To facilitate maximum fat loss we also need to drink anywhere from 8-12 eight ounce glasses of water. Dehydration contributes significantly to the development of excess body fat and poor muscle tone and size. Since one of the principal jobs of the liver is to convert storage fat into usable energy, anything that interferes with that performance will make us burn less fat as fuel. When the kidneys have an insufficient amount of water to perform their job—which is vital to our survival—the liver is recruited to pick up some of their functions, and its own ability to metabolize fat is therefore impaired. The end result is that we burn less storage fat as fuel and get left with more excess body fat.

Drinking lots of water is also the best way to get rid of fluid retention in the body. When the body doesn't receive enough water it perceives it as a threat to our survival and starts retaining extra water outside the cells ready for immediate use. Typically, these water storages show up as all-over puffiness and swollen ankles, wrists, hands and feet. As the body receives adequate amounts of water it will start releasing the extra water from these "emergency" stores. It is also important to note that certain substances such as alcohol and caffeine act as diuretics (rid the body of water) and contribute to our state of dehydration.

The water we drink is processed and excreted on a regular basis by our body and that is why it is important that we drink a minimum of two quarts of water each day to remain in good health. If we exercise or it is hot we require even more water to replenish the water loss due to increased perspiration and faster breathing. The International Sports Medicine Institute has developed a formula for water intake that helps athletes as well as nonathletes figure out their water needs. They suggest a daily intake of 1/2

ounce of water per pound of body weight for nonathletes and 2/3 of an ounce per pound if you are an active athletic person. This water intake must be spread throughout the day and evening and you should not drink more than four glasses in any given hour.

Although many fluids such as juices contain water, it is important to remember that what the body really craves is plain water. People embarking on a weight reduction program should be especially aware that beverages such as juices and milk contain a lot of calories and need to be considered when adding up the daily total calories and fat grams.

And last but not least, our bodies were designed to move. We typically suffer more from underuse than overuse. An active lifestyle is important both to lose weight and to keep the extra weight off.

*Viveca Jonsson is the owner and CEO of Vivecorp Inc., a Seattle-based company that provides businesses of all sizes with employee fitness and health promotion services.*

▼  
**Dehydration**  
**contributes**  
**significantly**  
**to the**  
**development**  
**of excess**  
**body fat and**  
**poor muscle**  
**tone and**  
**size.**

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LITTLE ROCK, AR NOV. 23	SYRACUSE, NY DEC. 14-15
JACKSON, MS NOV. 24	WASHINGTON, DC DEC. 19-22
ASHEVILLE, NC NOV. 26	MYRTLE BEACH DEC. 25
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# A Turnaround for Home Safety Products

by John Felak, CESRA

▼  
**Safety**  
**products for**  
**work or**  
**home can**  
**appeal to**  
**employees.**


**E**mployees often request that our Employee Store carry new items. I think that if enough people request a product, my staff and I should consider selling it.

Well, home safety items were not part of our picture. These items were available through our company warehouse to employees at discounted or subsidized prices. Being a safety conscious company, our employees are constantly trained in safe operating procedures and hopefully take that attitude home with them. Therefore, it made great sense to offer home safety items for convenient sale for employees and their families. Although the items were available through our warehouse, they were not convenient. The company wanted to offer the products, but offering them through the warehouse was not cost effective or accessible. Employees were not using the program enough

to satisfy legitimate management concerns.

About two years ago I received a phone call requesting Operations Recreation Association to assume the sale of home safety items for the plant site. We purchased the entire inventory from our warehouse for around \$3,000 and began the sale of fire extinguishers, smoke alarms and safety shields. We increased the gross receipts of these items by 500 percent within six months and relieved the work site of administrative time, saving them valuable dollars as well. Many departments have also used Operations Recreation Association gift certificates designated for "safety items only" purchased in our store for housekeeping awards or safe operating hour milestones. The amounts of the certificates vary from \$5-20 and may pay completely or subsidize the purchase. The choice remains with the employee to select the item s/he need the most.

The products are sold at a profit, in contrast to the subsidized prices of the plant site, but the ease of availability has made the effort worthwhile for the employee. The accompanying list shows some items we carry in stock. We have also purchased special order logo items such as first aid kits, fluorescent vests and hats. The safety glasses are our best seller. Employees use them not only for work related functions, but for leisure wear as well.

Don't pass up the opportunity to sell these items to your employees. It makes great sense to promote safety at home and work in your company store. 

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*Pesticide Filter*  
*Racket Specs*  
*Respirator Face Piece*  
*Safety Glasses*  
*Smoke Detectors*

*John Felak, CESRA, is executive director of the Operations Recreation Association at the Savannah River Site in Aiken, SC. Felak is Immediate Past President of NESRA.*

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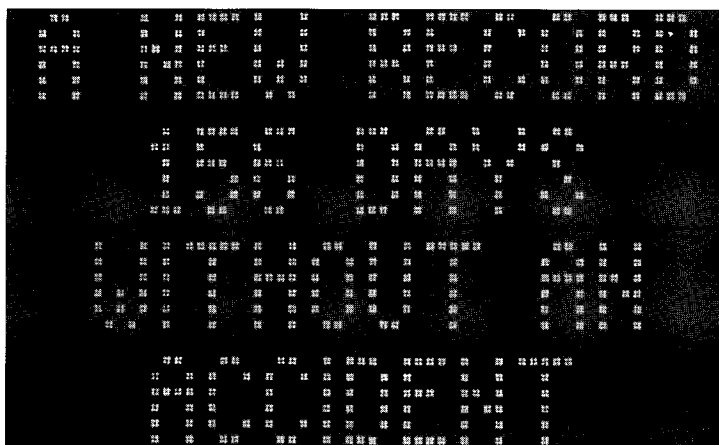
## ▼ Turnkey Incentive Programs

Sony has created a "turnkey" incentive program that enables human resources professionals to develop incentive programs specifically designed to meet the needs of their companies.

The Sony Collection is an award program consisting of nine illustrated

plateau sheets that come in a matching folder. Each sheet contains an assortment of Sony products grouped by similarly ranged price points. The folder can be used in its entirety or levels can be mixed and matched to accommodate individual goals and budgets.

For details, contact Michele Caselnova, Sony Electronics, (201) 930-6433, [caselnom@ccmail.nhq.sony.com](mailto:caselnom@ccmail.nhq.sony.com)



## ▼ LED Flash Encouragement

Daktronics, Inc. has outdoor LED line displays, which are an alternative to manually changeable copyboards and can be used for several applications including displaying words of encouragement and safety records. InfoNet™ outdoor line displays are line-oriented LED displays that communicate with one, two, three or four lines of 9" high alphanumeric

characters. Display lines are made up of LED matrices utilizing monochrome red LEDs. Each pixel is made up of four individual LEDs, assuring readability even in bright sunlight. LED technology combines high visibility, low power consumption, and low maintenance costs.

For details, contact Daktronics, Inc., 331 Thirty-Second Ave., P.O. Box 5128, Brookings, SD 57006. (800) 843-9878, (605) 697-4300.

## ▼ New League Software

To ease the frustrations of hours of scheduling league play, GSA Computer Services introduces a Windows application program. WIN: Team League Scheduler is a comprehensive scheduling program that gives the user the ability to define any sports event relative to league play, report schedule layouts and time slots. Other features include a financial manager, officials database, location selection, player, team and league data, reporting capability and much more.

For more information, contact GSA Computer Services, 45 Hangover Dr., Unit #6, St. Catharines, Ontario, Canada, L2W 1A3, (800) 354-9951, (905) 641-5061, FAX (905) 641-2017, E-mail [gsa@vaxxine.com](mailto:gsa@vaxxine.com). Web site:<http://www.vaxxine.com/gsa>.

## ▼ Books Motivate Employees

Hope Publications has a series of self-help "Start Taking Charge" booklets on weight loss, stress reduction and proper back care. The booklets follow the trademarked "quick-read, fast comprehension" design. Each of the booklets focuses on the two issues human resource directors say are most

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For details, contact Hope Publications, 350 E. Michigan Ave., Suite 301, Kalamazoo, MI, (616) 343-0770, FAX (616) 343-6260, E-mail [70603.2451@compuserve.com](mailto:70603.2451@compuserve.com).

## ▼ Videophone For Remote Training

Making distance learning a teaching option for business, Casio Phonemate has its LT-70P Videophone. The plug-and-play LT-70P Videophone allows show and tell transmission of full-screen, high-resolution color images with simultaneous audio, over a single, regular phone line using a standard TV. Compact, portable and easy to use, the videophone features sequential video format that displays a standard full-frame image every 3.5 seconds, or high-resolution image every 30 seconds.

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# Buyer's guide update

**Here's a listing of new National Associate Members. Use the Buyer's Guide**

**Update as an appendix to your 1996 Buyer's Guide and Services Directory**

**(Published in your Membership & Peer Network Directory and the November/**

**December issue of this magazine).**



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Contact: Jennifer Smith

**Update your '96 NESRA Buyer's Guide and Services Directory  
by noting the following additions/corrections:**

- Best Western Riverside Resort (NV) change name to: Don Laughlin's Riverside Resort Hotel
- D.M. Merchandising (merchandise) new address, phone and FAX: 4210 N. Trans World Rd., Schiller Park, IL 60176, (847) 671-5850, FAX (847) 671-0850.
- Kissimmee-St. Cloud (C & V Bureau) FAX (407) 847-0878, delete Orlando phone: (407) 423-6070.
- National Rifle Association (specialty) new contact: Sarah Hussey, new phone: (703) 267-1480
- Salons USA (merchandise) new address 1131 Central Ave., Wilmette, IL 60091, new phone: (847)-256-6523, (847)-256-6527 FAX.
- Sheraton Inn Lakeside (hotels-FL) new contact: Kasey McLarry, new phone ext. 7488, new FAX (407) 396-7087
- The Fun Company (specialty) add (800) 441-0589

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Contact: John Fortner

Located in Tunica County just south of Memphis, TN, Fitzgerald's new 507-room hotel opens August 1, 1996 featuring views of the Mississippi River, Casino, indoor pool and gift shop. NESRA members receive 15 percent discount.

▼  
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▼  
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(continued from page 40)

list goes on and on, but the point is that there is something for everyone and everyone puts forth an outstanding volunteer effort without missing a beat in their paid positions with CoreStates.

### **A Personal Testimony**

I am often asked why I volunteer for CEA chairman and the answer is very simple. I love being involved, meeting people, setting and accomplishing goals together. There are many



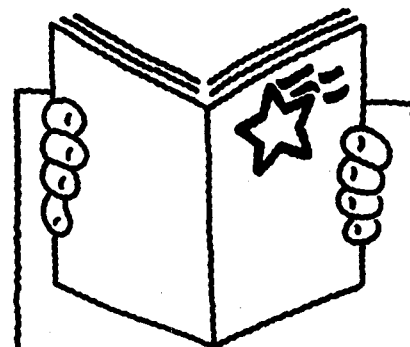
*It's fun to put smiles on others' faces by volunteering to help with CEA's 5th Annual "Bowling is Fun" night with the Special Olympics.*

challenges to be faced but there is nothing like facing them as a team. My experiences in volunteering range from coaching and officiating in our intramural sports leagues to being a hugger at the Special Olympics May Games to walking for any one of the causes that we endorse. Being a volunteer has given me a once in a lifetime opportunity to make a big difference here at CoreStates and I am very grateful for that opportunity.



*John J. Schmid, RVESRA, is a trust officer at CoreStates in Philadelphia, PA and is in his 21st year of service. He has chaired the CoreStates Employee Association for three years and received his RVESRA certification from NESRA this year in Las Vegas. He also served as a NESRA Conference Committee Member in 1995.*

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## Why Volunteer?

by John J. Schmid, RVESRA

▼  
**Tailor this  
article to  
your  
association  
and use it to  
solicit  
volunteers.**

**W**ho has the time to volunteer these days? What with all of the downsizing, re-engineering, layoffs and all of the extra work to do, who in his/her right mind would want to volunteer to run an employee services program? Well, I do and so do a very dedicated team of employees here at CoreStates in Philadelphia, PA. I voluntarily chair the CEA (CoreStates Employee Association) along with a committee of 15 other employees. We manage what we consider to be an outstanding association. There are many reasons why employees should volunteer to help run an employee association.

### **Why Should Employees Volunteer?**

Employees can benefit personally as well as professionally from volunteering to help run events or to serve on an association's board. Personally, many volunteer opportunities can have a lasting emotional effect. Sometimes you will be amazed at the accomplishments of others and other times you will have a whole

new appreciation for your situation. Often, the volunteer's reward can be as simple as a hug or a special thank you. It is these little rewards that can mean so much.

On a professional level, you will be exposed to new environments, working groups and new procedures. If you choose your volunteer activity based on what you do well and what you enjoy, you will have an opportunity to showcase some of your hidden talents or well developed skills. You can gain experience in leadership or an unrelated area to your job. Exposing these treasures to peers or a new group of people can lead to professional opportunities inside or outside your company.

When choosing to volunteer:

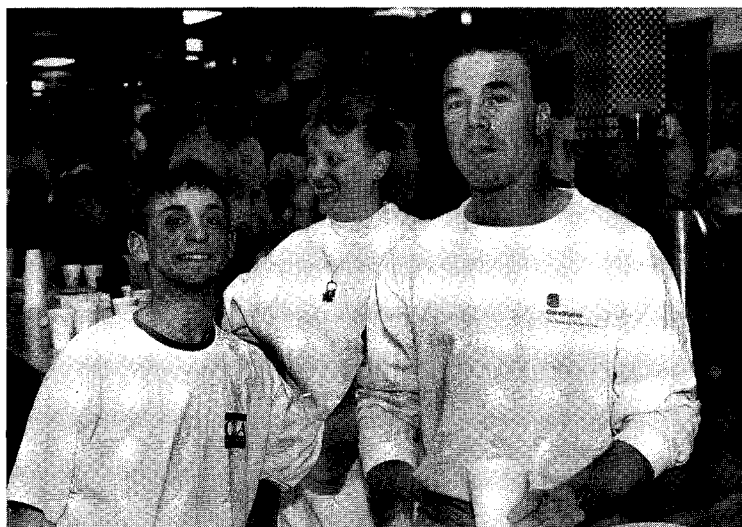
- 1.** Choose a cause or event of interest to you, one that calls for the contribution of your skills.
- 2.** Once you have chosen, give it your best to experience the thrill of a job well done.
- 3.** Do this because you really want to, not because of what it can attain for you. The rewards will find you.

Being a volunteer gives you the chance to make a difference in a cause/activity/event of your choice.

### **Employee Association Example**

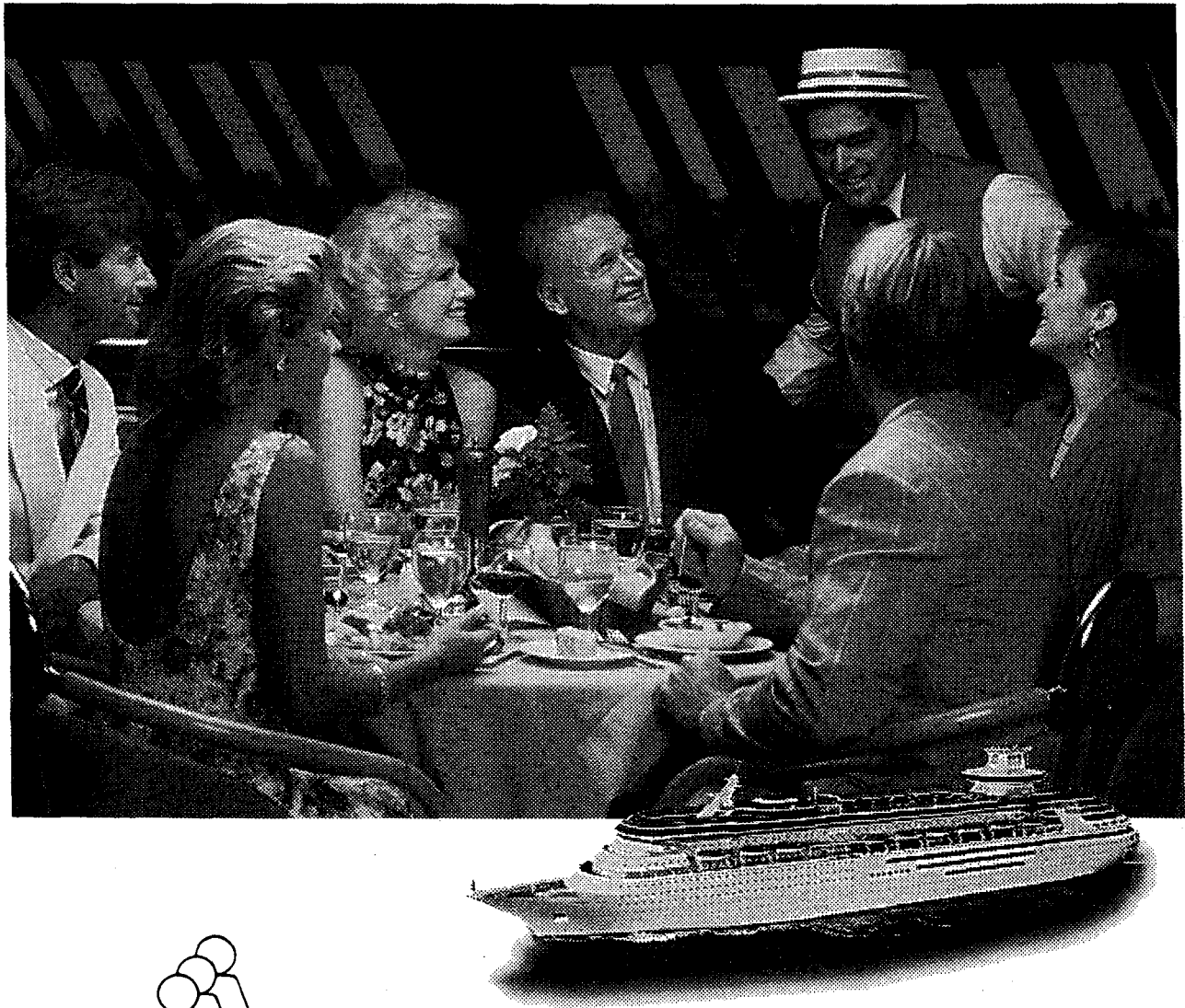
Our employee association offers a range of activities to a very diverse population. The whole association is a volunteer effort from the management committee that I chair, to the directors that sell the programs that we offer. There are four elected positions (chairperson, vice chairperson, treasurer and secretary) and individual program chairs, Community Affairs, Entertainment, Intramural Sports, Membership, Publicity, Special Projects and Travel that make up the CEA. Employees volunteer to run a league, sell a trip, sell tickets to a sporting event or a theater show, to coordinate a walksite for any of the various walks that CEA is involved with. There are also opportunities to work with organizations such as the United Way and Special Olympics. The

*(Continued on page 38)*



*Volunteering can bring you the admiration of another or the reward of a rare smile.*

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# EMPLOYEE SERVICES MANAGEMENT

Published by the National Employee Services and Recreation Association

September 1996

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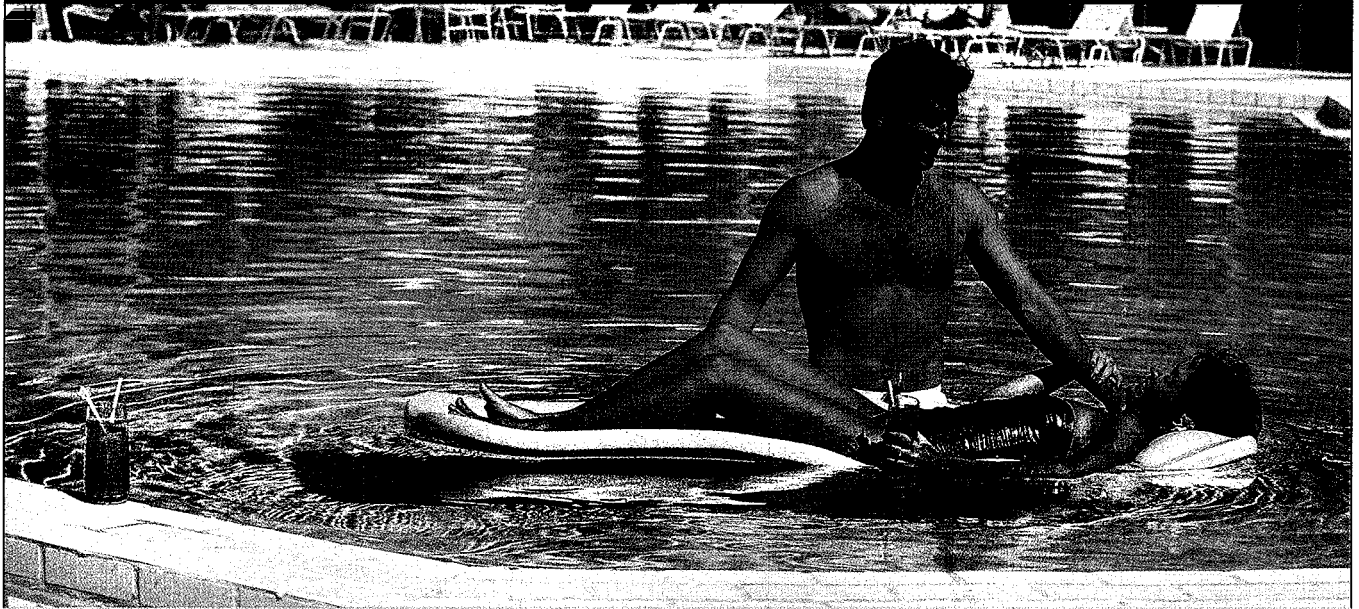
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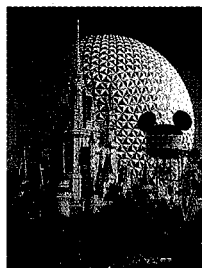
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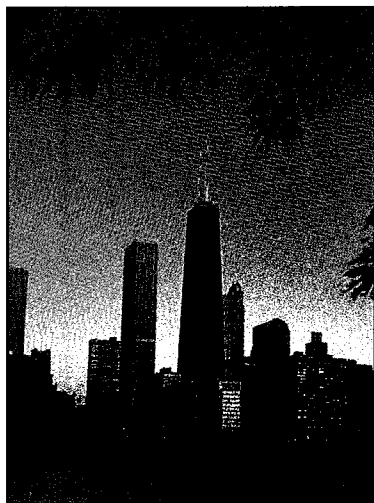
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# EMPLOYEE SERVICES MANAGEMENT

September 1996  
Volume 39, No. 8



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## Features

### 4 Influence—Portable Power for the 90s

Brush up on how to effectively get things done at work by using the art of influence.

*By Elaina Zuker*

### 8 Staying In The Loop With ES&R:

#### NESRA's 56th Annual Conference & Exhibit

This exciting event will take place April 2-6, 1997 at The Palmer House Hilton in Chicago, IL. This article spotlights Chicago. There's something for everyone—It's a great place for NESRA's conference.

### 17 You Get What You Play For

Many don't plan their leisure time and then are frustrated when they don't feel rejuvenated. Discover how you can help employees create valuable outcomes for leisure time.

*By John Ricks & Jennifer Simmons*

### 24 NESRA's Home On the World Wide Web

NESRA announces its site on the Web and tells you how you can use it and how it will make your life easier.

*By J. Scott Aemisegger*

### 31 How to Start A Travel Program and Make It Sail!

Group trips are fun and create bonds between employees. Gather tips on how to begin planning wonderful getaways for employees.

*By Karen G. Beagley*

### 43 Ad Index

## Departments

### 6 News in Brief

What's Hot in Health Clubs? . . . Students Choose Major For Money . . . Managers Know Employees Have Lives . . . Yellowstone Could Be Shut Down . . . Staff Conflicts Consume Time

### 35 Health Promotion

While You're Taking Care of Others, Who Takes Care of You?

*By Rita Emmett*

### 39 Employee Store

More Employee Stores Continue To Open

### 45 Buyer's Guide Update

### 48 Hands On

Enhance Worker Value: Profits Likely to Follow

*By Challenger, Gray & Christmas, Inc.*

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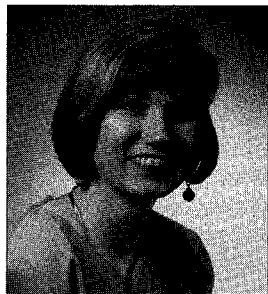
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# The Dawning of A New Era

by Cynthia M. Helson  
NESRA Director of Communications



**M**any predict the Internet will have as much of an impact on societies across the world as the telephone. With the announcement of NESRA's Internet site, "http://www.nesra.org" in this issue, NESRA also announces new opportunities for you.

You will be an active participant in this new media, becoming as familiar with it as you have the telephone and more recently, the FAX machine.

You will have the opportunity to call up the "http://www.nesra.org" site to see what services are available to you, the specifics of upcoming NESRA activities and events and much more.

Chat rooms will allow you to discuss issues vital to employee services with other NESRA members simultaneously.

Forums will allow you to post a question such as, "Has anyone ever held a Multi-Cultural Day for employees and their families?" so that members can log on and enter a description of how they addressed the issue and lessons they learned. Then, you can check the Forum to collect ideas from members across the world.

NESRA's *Buyer's Guide and Services Directory* will be at your fingertips and soon the "http://www.nesra.com" commerce site will allow you to purchase products directly from NESRA Associate Members.

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*If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280 or e-mail me at CHelson@aol.com.*

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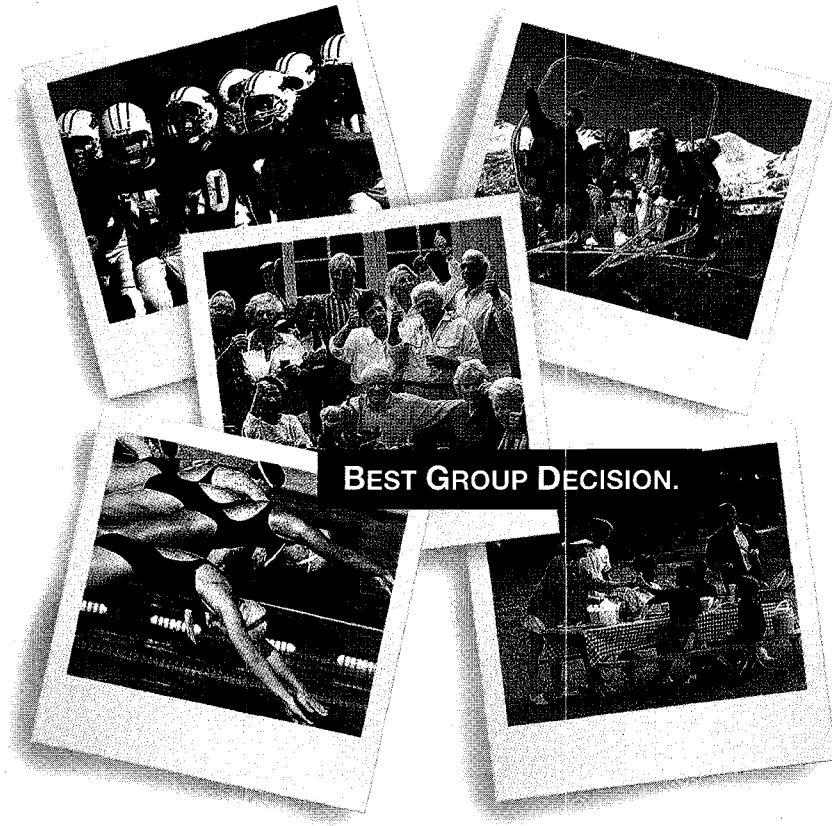
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September 1996



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# Influence— Portable Power for the 90s

by Elaina Zuker

▼  
**What if your  
boss  
cheerfully  
implemented  
your  
suggestions,  
your staff  
was  
fascinated  
with your  
presenta-  
tions and  
willingly  
volunteered  
for additional  
projects—  
what if you  
had this  
ability?**

**I** define influence as the power to affect change, or to achieve a result, without the use of force or formal authority. Influence is power—the power to motivate, to sell, to be more effective, more potent and more satisfied. But influence isn't power alone. It isn't just communication. And it certainly isn't manipulation.

Influence is a gentle, subtle skill. It is a much more refined approach to affecting others than the use of authority or coercion. Expertise is needed to truly influence for positive, long-term results of advantage to both sides. Influence is a positive process. You can get the results you want while allowing others to get the results they want. You create a mutually beneficial relationship. This is the most important feature of influence skills—your ability to create a win-win situation.

## **Influence In An Age of Change**

The 90s have ushered in an unprecedented age of change in the business world. New technologies are being touted daily; organizations are restructuring, merging, downsizing and acquiring companies. Communication advances are changing our working relationships as well as our environments. We are changing in ways unimaginable a decade ago. With almost everything about business changing, it's no wonder we're in need of a power tool for success. It used to be that when you started up the corporate ladder, you were told that in order to achieve success you simply needed to put in your time and to develop your professional and technical expertise. After a while, this began to change and you heard that "it's not what you know, it's who you know." You began to learn the importance of contacts and how to build a network of helpful people.

Now we have entered a new era. You can't count on technical or professional expertise alone. These skills can quickly become obsolete. And you can't simply count on your

contacts since high level contacts can vanish overnight with the next corporate shake-up, budget cut, acquisition or merger.

What will guarantee your success is power that you can count on, a set of interpersonal skills that you can practice anytime, anywhere, inside or outside an organization. This "portable power" comes from possessing a set of influence skills that transcend obsolescence or corporate changes. This is the portable power of influence.

## **Plug In The Power Tools of the 90s**

As stated earlier, influence is a subtle skill that can be learned. My research has shown that there are six basic influence styles. Each style, made up of different skills and behaviors, is a personalized approach to the art of influence. Regardless of your own unique style, to be an effective influencer you must discover the influence styles of others. You do this by using the power tools of attentiveness, observation and flexibility.

### **Attentiveness—Doing It With Empathy**

■ The art of listening. Listen without judgment, listen with an open mind, evaluate after you get all the information. When you listen actively and respectfully, chances are that you will be listened to the same way when it's your turn to speak.

■ Develop a genuine interest in others. Really listening to others requires an attitude of sincere interest and curiosity and an honest desire to see things the way another person sees them. If you suspend judgment, you're apt to discover a better sense of rapport with others.

■ Learn to ask smart questions. Ask open-ended questions, create cycles of learning, ask for more detail, "how" or "what" questions are better than "why" questions.

■ Develop a desire to accommodate. Acquire

an attitude of willingness to consider the other person's point of view and a willingness to make a few concessions if necessary. By offering concessions early in the game, you alter the environment and are able to get more of what you want in the long run.

### **Observation—Doing It With Intuition**

Tune in to what's unsaid. Body language may be even more indicative of a person's true communication message than the spoken word. These silent indicators are subject to a variety of interpretations and can demonstrate variations of receptivity or resistance.

### **Watch for these signs:**

■ **Body posture and gestures:** Sudden straightening of the spine, position of the head, position of the feet on the floor, distribution of weight on hips and lower legs, hand movements and gestures.

■ **Voice Patterns:** Tone, tempo and volume can reveal emotions such as anger, confusion, stress, calmness or humor.

Of course, these indicators should be interpreted only after regular observation. Developing a sensitivity toward unspoken clues will help you discover an individual's unique communication style. Once you know the style of the person you wish to influence, you can then plug in the power tool of flexibility.

### **Flexibility—Doing It The Win/Win Way**

You're attentive and observant. You've noticed the decision-making strategies of your boss and the receptivity levels of your colleagues. Now, in order to be an effective influencer, you need to practice flexibility and speak to others in the language and style that is their way of communicating. Not everyone has the same communication style. Some people are influenced by solid evidence and favor reason, logic and an orderly process. Others influence by creating a sense of shared mission. People who use this style tend to be very future-oriented and will often paint a picture of a brighter, ideal tomorrow. Another style offers rewards and negotiates with others. The individual who values personal relationships above all, easily establishes rapport with others and influences by listening with empathy.

No one of the styles is better than another. In fact, most of us use a combination of styles when we're trying to influence. And we are

probably successful some of the time. But until we become consciously aware of which style to use in which situation with a specific person, at best our efforts will be hit or miss attempts. Learning the strategic skills of influence will improve your batting average—your ratio of success.

### **A Formula For Success**

The real key to successful influencing is the formula:

$$\text{Influence} = \text{Attentiveness} + \text{Flexibility}$$

What this means is that you must learn to become attentive to other people and what influences them and then develop the flexibility to shift into their style since that is the "language" with which they are most comfortable. Be attentive to what someone is telling you—listen, observe, learn—and be flexible enough to use this information.

The result? You will be a more effective influencer and will have a set of your own Portable Power Tools to enhance your success in the ever-changing, exciting workplace of the 1990s and beyond.



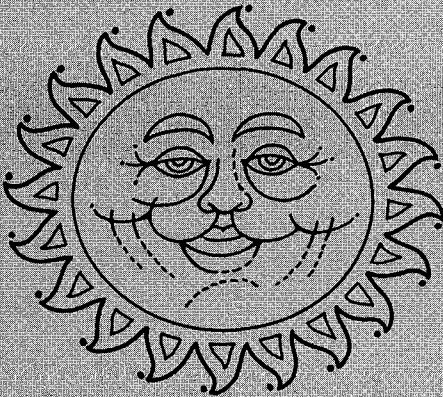
*Elaina Zuker is a seasoned business woman, consultant, author, lecturer and educator. Her latest bestseller, *Seven Secrets of Influence* (McGraw Hill), was chosen Business Week Book Club Main Selection, has been translated into several languages and is being used as the textbook for numerous management, staff and University courses. Zuker can be reached at Zucker & Associates, P.O. Box 953, Larkspur, CA, 94977-0953, (415) 924-8611.*



# NEWS

## IN BRIEF

### What's Hot in Health Clubs?



What equipment is most popular in the health clubs these days—Programmable treadmills (75 percent), electronic recumbent bikes (62 percent), variable resistance equipment (60 percent) and free weights (60 percent), reports the

Fitness Products Council.

Working out with weights is gaining popularity because studies issued over the past several years have clearly identified

strength training as essential to maintaining health, along with aerobic exercise and stretching. Much of the interest in strength training is coming from females. They want to tone muscles and build strength and endurance without bulking up.

Health club members are least interested in cardiovascular equipment that has no motor or can't be programmed, the study found. This includes treadmills, stair/step machines and stationary bikes.

When it comes to stationary bicycles, club members rated seat design as more important than computerized control panels. A bench press station was the most important free-weight feature for members, the survey found, followed by a squat rack.

with a degree in elementary education averages just \$21,816, while the average offer to English majors is \$21,973.

The survey shows that students majoring in computer science are most likely to have chosen their major because of its earning potential; more than one-third (37 percent) of all computer science majors responding to the survey said that earning potential was what decided them on their field of study.

### ▼ Work Teams Must Connect to Make Difference

The extent to which group members must interact and depend on each other to complete the work-task interdependence is critical in determining whether group empowerment increases performance, reports *HRMagazine*. Empowering groups that have high levels of task interdependence results in enhanced or improved group and individual performance.

The relationship between group empowerment and individual performance became more positive as levels of task interdependence increased. Decreases in group

### ▼ Students Choose Major For Money

When 5,548 graduating college students were asked if they chose their major by its earning potential, 930 (16.7 percent) said yes, in a survey conducted by the National Association of Colleges and Employers (NACE). Most of those responding affirmatively chose business, engineering,

healthcare, or computer science as their major—four fields that command high starting salaries and offer plenty of opportunities for the right candidate.

Starting salary offers to new computer science graduates are averaging \$34,565, according to Dawn Oberman, NACE director of employment information. Engineering graduates command average offers ranging

from \$31,775 (civil engineers) to \$41,516 (chemical engineers), depending on specialty, with most of the engineering disciplines pulling in average offers in the mid- to upper-thirties. In the healthcare disciplines, new allied healthcare grads are averaging \$34,061 to start. Business administration majors receive starting salary offers averaging \$27,032. In comparison, salary offers to the new grad

empowerment increased individual performance only at lower levels of task interdependence.

Matching the levels of group empowerment and task interdependence creates high levels of group and individual performance. Mismatching levels of group empowerment and task interdependence results in low levels of individual and group performance.

### ▼ **Managers Know Employees Have Lives**

**M**anagers participating in a focus group remarked that when bosses handle employees work-life issues with flexibility and respect, they get an increase in loyalty and a willingness to work very hard, says *The Wall Street Journal*. The instinctive, managerial skills that often best motivate employees, building trust, respecting others' values, honoring their personal lives, aren't skills that are talked about in corporate goal-setting.

Many view these management skills as the wave of the future. Command-and-control management techniques are going by the wayside. The group identified skills that should become part of every manager's life: reward performance and productivity, not necessarily time spent working; live by your values and encourage others to live by theirs; and build relationships based on trust and respect.

### ▼ **Yellowstone Could Be Shut Down**

If funds don't improve for our nation's parks Yellowstone National Park could be shut down later this year, reports *USA Today*.

The plan would close Yellowstone from September 28 to December 20 and again from March to late May. None of the other national parks would be affected.

Yellowstone faces a \$700,000 shortage in its \$19.5 million budget this year. Overall, Congress has appropriated \$1.1 billion to operate 368 park sites nationwide, a 1 percent increase over 1995.

About 10 percent of Yellowstone's visitors would be affected by the shutdown. The park is the fifth most popular in the nation, attracting 3.1 million visitors annually.


### ▼ **Women Are Hampering Their Wellness**

**W**omen are hampering their wellness by continuing to smoke to lose or maintain their weights, says *Ardell Wellness Report*. The National Center for Health Statistics (NCHS) released data showing that, in the past decade, women who quit smoking gained eleven pounds. Women are willing to put their hearts, lungs and ovaries at risk to endure a smaller size.

Smoking by females is increasing much faster than for males, especially among young girls. Smoking cessation programs should

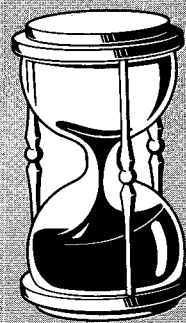
shift the focus to wellness promotion.

These programs could promote the wellness way to weight loss. These females wouldn't have to give up smoking immediately but could instead concentrate on daily exercise for 30 to 60 minutes. Build more humor and fun into each day. Learn stress management, good

nutritional habits and find interesting and exciting work. Pounds can be lost with cardiovascular exercise and strength-building weight trainings. These activities can speed up the metabolism, defeating the biological programming that otherwise adds fat during the middle years. 

## **Staff Conflicts Consume Time**

**A** survey found that 18 percent of an executive's time—more than nine work weeks per year—is spent resolving employee personality clashes. This is almost twice the amount of time they spent on employee mediation 10 years ago, according to results from the same survey conducted then.



The surveys were developed by Accountemps, a temporary staffing service for accounting, finance and bookkeeping. The survey polled 150 executives from the nation's 1,000 largest companies.

Managers can reduce the time they spend resolving conflicts if they:

- Encourage employees to see their managers only when they've failed to solve problems with co-workers on their own;
- Encourage employees to be as concerned with "how" they speak as they are with "what" they say;
- Clearly delineate the responsibilities of managers and their subordinates;
- Encourage a team approach to everyday workplace projects;
- Encourage employees to adopt "problem-solving attitudes" when discussing sensitive issues.



**NESRA S 56<sup>th</sup> ANNUAL  
CONFERENCE & EXHIBIT**

**April 2-6, 1997**

**The Palmer House Hilton  
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*Join us in Chicago to find out what makes  
this city so famous.*

**The Loop/Downtown**

When it comes to open-air sculptures, Chicago's No. 1. Visit the Chicago Architectural Foundation for maps and information on architectural tours. The Loop/Downtown area has it all; world-class shopping on State Street, The Art Institute of Chicago, the Museum of Broadcast Communications, the Harold Washington Library Center, the Symphony and Lyric Opera, theatres and our financial district.

State Street's a stroller's/shopper's paradise featuring the flagship stores of both Marshall Field's and Carson Pirie Scott.

Chicago is home to O'Hare International Airport—the world's busiest airport; the Sears Tower—the world's tallest building with 110 floors; the Chicago Board of Trade—the world's largest futures and options exchange; William Wrigley, Jr., Company—the world's largest gum manufacturer; and deep dish pizza originated at a local Chicago restaurant.

### What's In A Name?

The title "Windy City" was given to Chicago by *New York Sun* editor Charles Dana in 1893. He was tired of hearing long-winded politicians boasting about the wonders of the World's Columbian Exposition held in Chicago the same year.

The Fannie May candy stores were opened in Chicago by real estate broker Archibald Teller in 1919. There was never a real Fannie May; it was a name that Teller thought sounded like a candy maker.

### Chicago's World Class Shopping

Visitors and Chicagoans alike can experience the magnitude of shops from famous department stores to specialty boutiques. There are several well-known shopping districts in downtown Chicago, each with its own distinct style. Most are within a short taxi ride from The Palmer House Hilton.

**State Street, That Great Street:** State Street, located in the "Loop"—a distinct area of downtown Chicago surrounded by elevated train tracks—is known for its hustle and bustle as one of the world's most famous shopping districts. The newly renovated flagship Marshall Field's department store is located at 111 North State Street and its nine floors of

designer clothing and merchandise are waiting to be discovered. Marshall Field's world-famous Frango Mints are made fresh in the store.

Marshall Field's also boasts a concierge/visitor center located underneath State Street in the Pedway and another on North Michigan Avenue. The centers offer visitors a place to relax, check their packages, get a cup of free coffee and plan the rest of their day with the help of a concierge.

Just down the street from Field's, on the corner of Madison and State Streets, is the flagship Carson Pirie Scott department store. Shoppers can experience the timeless exterior and architecture of the store, designed by Louis Sullivan in 1904 and browse through seven floors of fashion and home offerings.

The discount district is also part of the State Street family, including TJ Maxx, Filenes Basement, Payless Shoe Source and electronic stores where shoppers can bargain for the best prices.

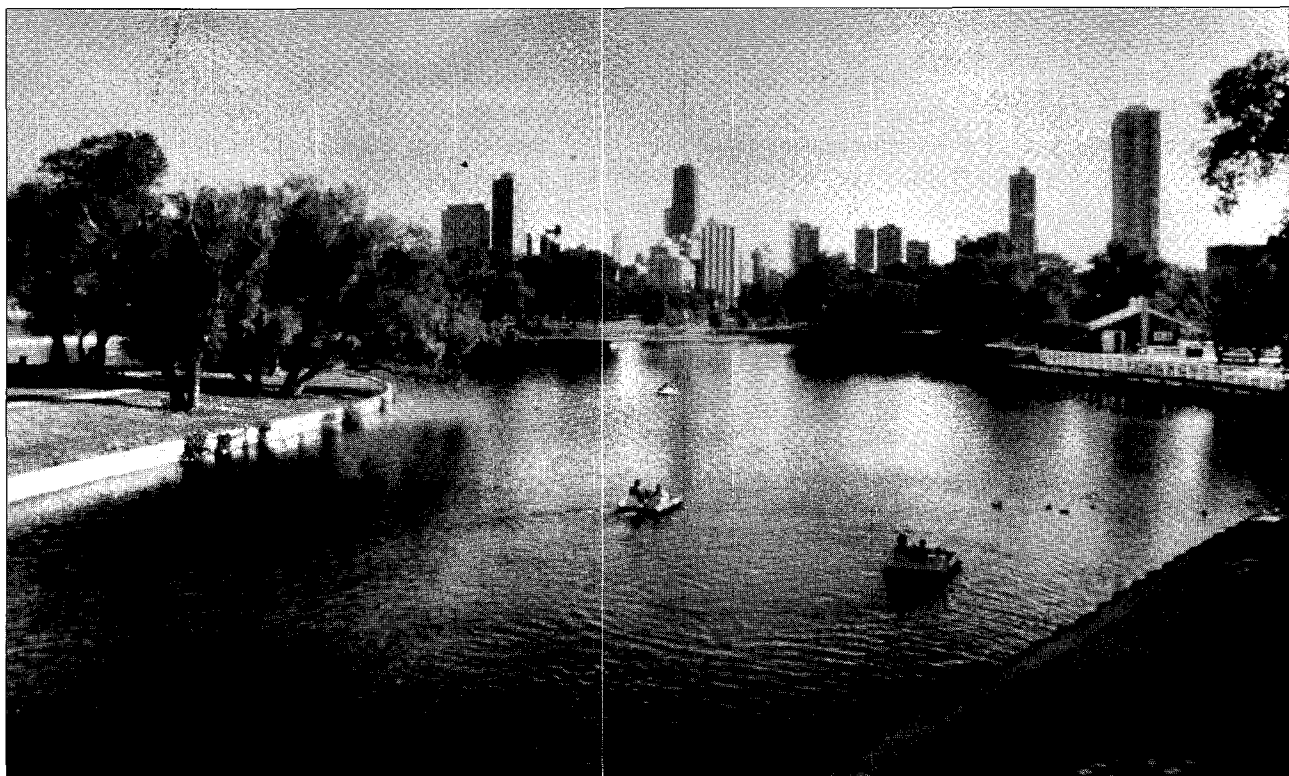
Many other renowned specialty shops have made their homes on State Street, including art galleries, jewelers, shoe stores, leather stores, museum stores and novelty shops.

The Palmer House Hilton is at the south end of the State Street shopping.

**The Magnificent Mile:** North Michigan

### Lincoln Park Lagoon.

Located on Chicago's lakefront, the 880-acre park provides a variety of jogging and biking paths, tennis courts and picnic areas, as well as a golf course, conservatory, zoo and a variety of museums. Photo courtesy of the Chicago Convention and Tourism Bureau. Ron Schramm, photographer.





## The River

### North

### neighborhood

### is a mecca of

### art, design

### and fashion.

Avenue is truly a "Magnificent Mile," boasting the hottest in fashions and accessories. From the Water Tower Place Mall to Bloomingdales (at the 900 North Michigan Avenue Shops) to Saks Fifth Avenue located in Chicago Place and hundreds of shops and boutiques in between, world-class shopping awaits!

This up-scale shopping district continues to grow with free-standing Nike Town, FAO Schwartz toy store and Crate and Barrel contemporary housewares and furniture. Other famous stores include Neiman Marcus, Bally of Switzerland, Chiasso, Tiffany, Gucci, Cole-Hahn and a countless mixture of other distinguished shops.

For a more casual shopping atmosphere, just east of Michigan Avenue, located on the Chicago River near Lake Michigan, is the North Pier, a renovated warehouse featuring a complex of unique specialty shops, diverse restaurants and nightclubs.

**River North:** The River North neighborhood is a mecca of art, design and fashion. The newly gentrified neighborhood is located on the north bank of the Chicago River just west of Michigan Avenue. River North features loft buildings that house art galleries and stores such as Orca Art Gallery, as well as auction houses, antique dealers, jewelers and clothing boutiques.

The Merchandise Mart, located in the southern part of the River North neighborhood, contains a veritable marketplace for art, apparel, accessories and design. "The Shops At The Mart," located on the first two floors of the Merchandise Mart house an 80-store retail complex featuring Carson Pirie Scott, The Coach Store, The Gap and The Limited, as well as a variety of other shops and restaurants.

## Chicago Sports

**National Basketball Association: The Chicago Bulls:** The Bulls have made a new home court at Chicago's United Center. The team won the 1991, 1992, 1993 and 1996 World Championships. Michael Jordan, world famous as Chicago Bull #23, made his debut as #45 on March 19, 1995 when he came out of early retirement. Jordan was four time NBA Finals MVP, four time NBA MVP winner and holds the highest scoring average ever in the history of the game. The United Center is located at 1901 W. Madison Street (312) 455-4000.

**National Baseball League: The Chicago Cubs:** The home of the Cubs, Wrigley Field, built in 1914, is the third-oldest ballpark in the major leagues. The season runs April through October. For information on game times and

**Buckingham Memorial Fountain.** The fountain is located in Grant Park at the lakefront. It was built in 1926 and modeled after the Latona Fountain Versailles. Photo courtesy of the Chicago Convention and Tourism Bureau. Ron Schramm, photographer.





# NESRA Attendees Will Enjoy the Splendor of the Palmer House Hilton

Chicago's best located hotel, the Palmer House Hilton is situated on State Street, almost next door to Chicago's most well-known stores, within a few blocks of theaters, cultural centers, and within one block of all U.S. Highways and State Roads.

The Palmer House Hilton is a true landmark in Chicago. It celebrated its 125th anniversary in April, 1996. The city of Chicago paid its respect to the Palmer House Hilton through a resolution by the City Council with a new street name in front of the hotel, "Palmer House Hilton Way."

Guests enjoy both the conveniences of the hotel's location as well as the magnificence of the interior of the property. On the lobby level, comfortable furnishings in keeping with the original French decor beckons guests to sit and take in the awesome painting on the ceiling, the size of a basketball court. The spectacular ceiling known throughout the world as one of the most beautiful pieces of art—actually 21 individual oil paintings—to grace a public building, was recently restored by master-art restorer Lido Lippi.

Conveniently located in the lobby are the registration, mail and information and cashiers' desks as well as the concierge station. In addition, a gift shop, florist and quaint gourmet coffee cart are easily accessible to guests. Guests

can relax in Windsor's Lobby Bar and Cafe for cocktails or their favorite beverage or choose the French Quarter Restaurant with its New Orleans motif. On the third and fourth floors are the meeting, exhibition and ballroom facilities of the Palmer House Hilton—all completely remodeled from stem to stern.

**Located on the eighth floor is a 10,000 square foot Fitness Club that affords guests state-of-the-art exercise equipment, a swimming pool, steam room and sauna, as well as downtown Chicago's only golf simulator called "Palmer House Golf."**

Geared to the more recreational aspect of fitness, the hotel has created a unique golf environment that includes a state-of-the-art simulator plus driving and chipping cages. Ideal for the serious golf enthusiast, as well

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"The simulator is a fool-proof, easy to operate, accurate, virtual reality system.

Located in the lower arcade is Palmer's Coffee Shop, where service is quick and courteous, offering breakfast and lunch daily. In all the Palmer House Hilton restaurants, one tradition prevails—good food and courteous service.

Of special note is Trader Vic's, located in the lower arcade, Chicago's only true Polynesian international restaurant. Home of the Mai-Tai and other exotic drinks, Trader Vic's with its unique barbecued specialties prepared in Chinese ovens, is a delight for guests and theater-goers alike.

It is the variety of services offered by the Palmer House Hilton that has brought Chicago visitors to the Palmer House since the 1870s and that has continued to do so throughout the years.





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Chicago is known for its jazz and blues bars found throughout the Loop. Top 40 dancing and country/western dancing clubs also sprinkle the area.

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As if this wasn't enough, Chicago boasts some of the best theaters. Here's a sample of exciting shows:

**The Second City:** Since 1959, The Second City located at 1616 N. Wells St. has been entertaining audiences with its signature brand of socio-political satire. The starting point for many famous actors, directors and writers, The Second City is a Chicago institution not to be missed! Prices vary. For more information and scheduled times call (312) 337-3992.

**Shear Madness Mayfair Theatre:** Chicago's hilarious whodunit where the audience takes a stab at catching the killer. The play is a three-time winner of the Chicago Tribune's "Best Play of the Year" award. Set today in a unisex

*Shear Madness Mayfair Theatre: Chicago's hilarious whodunit where the audience takes a stab at catching the killer.*



hairstyling salon that is the scene of a wacky murder, the play is filled with up-to-the-minute spontaneous humor and is different every time you see it. Shear Madness holds the Guinness record as the longest running play in the history of the American theater. The theatre is located at 636 S. Michigan Avenue, and dinner packages are available. Shear Madness has been a NESRA National Associate member for over 16 years. For more information on performance times call (312) 786-9120.

**Tommy Guns Garage Dinner Theater:** Open run in its 6th smash year, Tommy Guns Garage Dinner Theater is located at 1239 S. State St. Call (312) Rat-a-Tat for more information on this roaring 20s musical comedy revue with da gangsters and da flappers.

**Tony 'N Tina's Wedding:** Located at 230 W. North Avenue, the theatrical performance here satires an Italian-American wedding in which the audience participates in a fictitious ceremony. Go through the receiving line into the reception, participate in the champagne toast, have dinner, dance and enjoy the improvised madness. For ticket information and scheduled times call (312) 664-8844.

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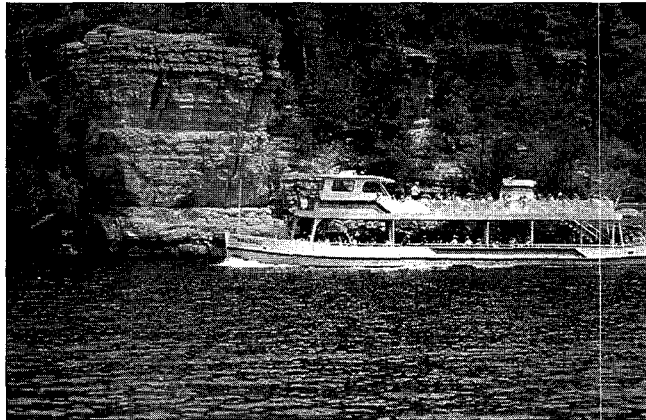
*The Art Institute of Chicago  
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# DESTINATIONS IN THE MIDWEST

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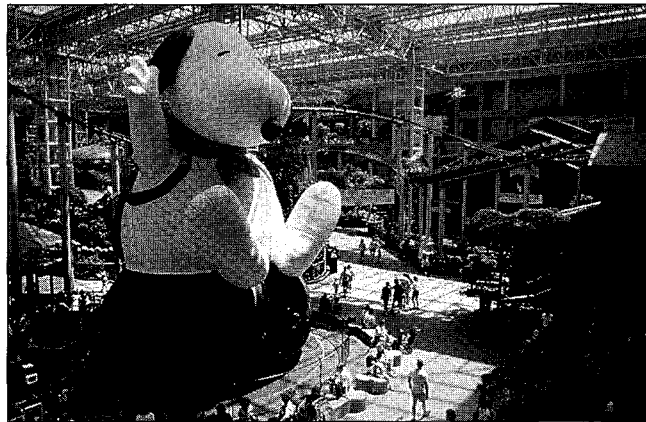


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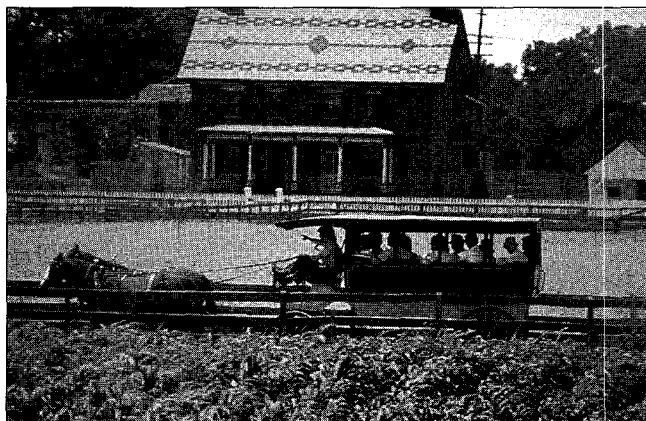


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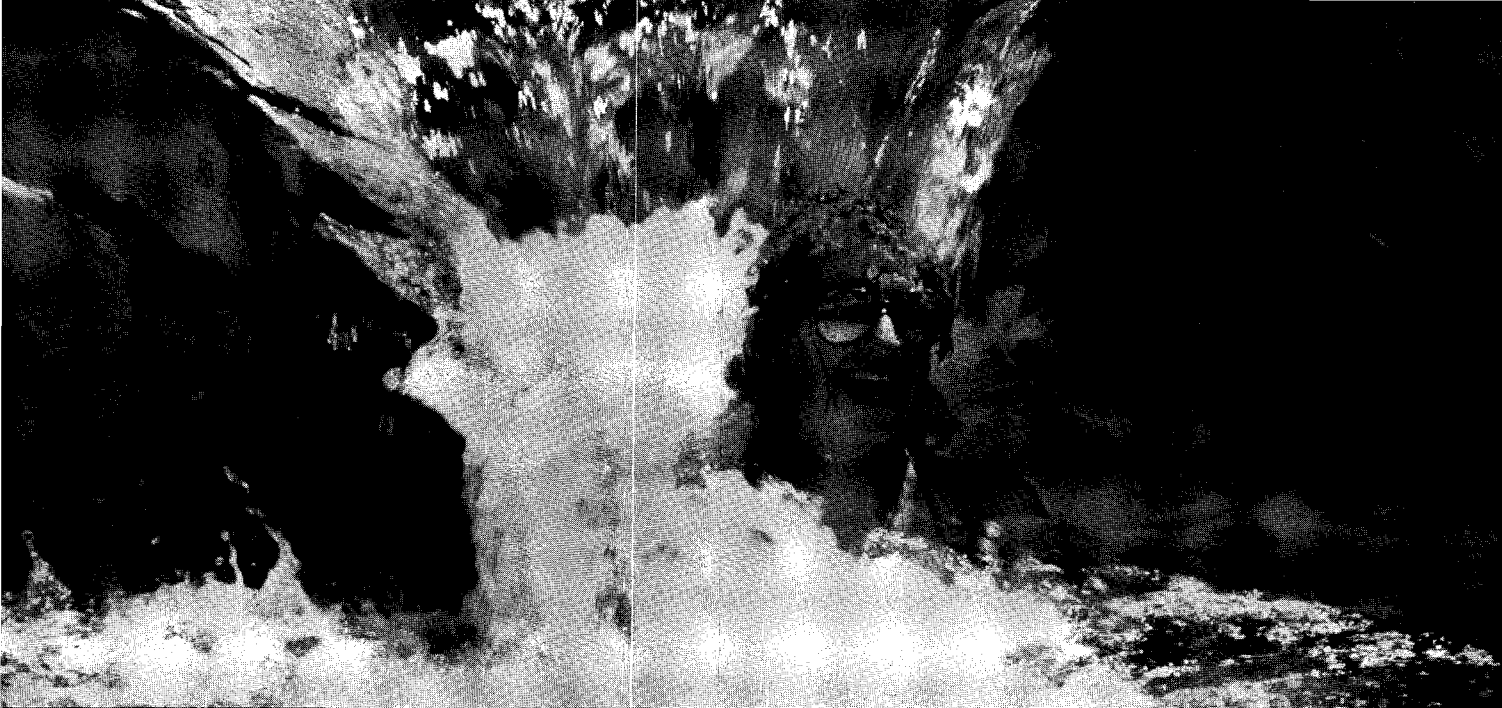
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# *You Get What You Play For*

*by John Ricks & Jennifer Simmons*

*"If we were convinced that a day off or an hour of solitude was a reasonable ambition, we would find a way of attaining it. As it is, we feel so unjustified in our demand that we rarely make the attempt. The world does not totally understand this need."*

*—Anne Morrow Lindbergh*

**I**t was mid-December a few years ago, when after working what seemed like an endless string of long days, I decided to try to take some time off. Before the end of the year, I knew I had to "use or lose" the vacation days I had earned. (It is only

now when looking back, that I draw the distinction about having earned those days off—at the time, I felt otherwise.) I really didn't have any specific plans, but knew I didn't want to let those days get away. To my surprise, I discovered that I had 16 days of vacation time remaining. My years of service with the company had earned me four weeks of annual vacation. So far, I had taken off only four days the entire year.

It seemed all I did was work. All the activities I participated in during my leisure time somehow related to the workplace—you know, golf, softball, etc. I had few outside interests that I had time for and most of my "friends" had something to do with business (never stop networking, or something like

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outcomes for  
leisure time  
that  
pay off.**



that). Looking back, my identity—who I was—had become what I did for a living. I remember reading the warning of a wise sage who said, “Don’t let your life shrink to the size of your job.” I, for one, wasn’t following this advice very well.

I was happy about the number of vacation days I had available to take off, until it hit me.

There weren’t enough business days remaining in the year to use all the vacation days I had coming.

There was no way around it, I was going to lose some of my vacation time.

It dawned on me that my situation really didn’t make much sense. I mean, vacation time was supposed to be used as a means to get away from the office, right? There had been plenty of opportunities throughout the year to use my vacation time. But for some reason, I didn’t feel compelled to do so. In the

scheme of things, it just wasn’t that important. It’s not that I wasn’t interested, but believe it or not, I was much more comfortable working. Work was familiar. It provided a challenge that I knew I was up to and rewards that were quite fulfilling.

On the contrary, planning and taking a vacation seemed like a hassle. How could I find the time to get away? Could my spouse get off at the same time and for the same number of days? What would I do with the dog while we were gone? Who would cover for me at work? Certainly, nobody could do my job as well as I could, right? I was sure that my clients would be irreparably damaged if

something went wrong when I was “slacking off on a vacation” and the business relationship would be jeopardized. Or worse, what if the person filling in for me did such a great job that I came back to an empty office, replaced by a lower-salaried fill-in?

In my head, I further rationalized my predicament with: Where would we go on vacation? Where would I get the money to pay for it, anyway? What would we do? What if I got bored? Wouldn’t I feel like I had simply wasted the time because I wasn’t working? I was certain I would get even further behind at the office and who’d want to come back to that?

At the time, it seemed like way too much work to plan some play time and go on vacation. Fortunately, it didn’t take long for me to realize that I had gotten out of my vacation time exactly what I had put into it—nothing.

To me, vacation and leisure were simply not priorities. I really hadn’t valued my leisure time enough to do something with it, so I got nothing valuable out of it. I valued my work highly—it was who I was—and that’s where the vast majority of my energy went. My own work/leisure scale was tipped dramatically in the direction of work. And everyone knows that all work and no play makes Jack (or in my case, John) a dull boy.

I was living a life totally out of balance. The American Indians call it *koyaanisqatsi*. After researching the situation for nearly a decade now, it seems our society calls it commonplace.

## We’ve Forgotten How To Play

We Americans have forgotten why and how to play. We have lost sight of the true benefits of leisure. The proof? Consider the fact that the two leading leisure time activities in our country today are watching television and napping. This isn’t exactly what the ancients had in mind when they practiced leisure. To the Greeks like Aristotle and Plato, leisure presented an opportunity for people to grow, learn and self-actualize so they could, in turn, become better people. In fact, the word “leisure” comes from *leisir*, meaning to be permitted to come to terms with and is also a derivative of the word *scholae*, from which our word “school” evolved.

Today, how we use our leisure time isn’t even in sync with, for example, how Europeans revere the concept. To them,



leisure is best represented by their frequent, long holidays. The word holiday means "celebration or commemoration of a special time or event." Meanwhile Americans take "vacations," which comes from the word vacare which means "to empty out." And, there is a lot of evidence to support the claim that most Americans think the word vacation comes from the word "vacate," which means to get away from or evacuate. The difference in the psychology and intent behind the language is obvious.

Moreover, research study after study has shown that the American way of vacationing has now deteriorated to brief, 3-4 day "sound bite" vacations, if any. Seven in 10 adults say they are extremely busy to the point of being overloaded and 40 percent report that this excessive busyness (bus-i-ness) causes them to sacrifice their vacations. In fact, last year, a survey of Midwest adults (where a strong Puritan work ethic is alive and well) showed that 40 percent hadn't taken a vacation of any kind at all. And, when we do dare to vacation,

our extended weekend mini-trips don't leave enough time "to empty out," much less self-actualize, particularly when many people take their work with them via e-mail, voice mail, pagers, cellular phones, faxes, laptop computers, etc.

In his book, *Flow*, Mihaly Csikszentmihalyi says that to Americans, jobs are actually easier to enjoy than free time because of the built-in structure, including goals, feedback systems, rules and challenges. Free time, he says, is unstructured and requires much greater effort to be shaped into something that can be enjoyed.

A number of recent studies have documented the need to learn how to make better use of our leisure time. In her book, *The Overworked American*, Juliet Schor points out that "the ability to use our leisure is not a natural talent, but one that must be cultivated. If we veer too much toward work, our leisure skills will atrophy." Many of us already have weakened leisure muscles that need exercise. And, like any good exercise program, strong

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leisure skills are not something you can go to the gym every once in a while to achieve—it takes discipline and on-going focus in order to make progress. As paradoxical as it seems, to obtain the real benefits and rewards, we must work at our play. (And ideally, play at our work.)

How do we do this? As NESRA and its members work to improve the quality of life for workers in this country, we must raise the awareness of the risks of being overworked and underplayed and integrate the benefits of leisure and recreation—in employee vacations away from work, and in play, creativity and team building at work. Studies have shown that incorporating and integrating the benefits of leisure and play at work increases productivity and reduces absenteeism. (Did you know, 20 percent of the American workforce called in sick last year just to get a day of relaxation.) Further, gaining a deeper understanding of these leisure/recreation issues will also help tremendously in our continuing efforts to justify and improve the

programming we design to add value to the work experience aspect of our employees' lifestyles. The companies who help their employees strike a better balance between work and play will be the winners in the workplace of the future. The people who help create a well-balanced environment—where the value and rewards of play are as important as the value and rewards of work—will become ever-important and integral components of lifestyle management in companies across the country.

However, we have our work—or more accurately, our play—cut out for us. Because there is such a tremendous work/leisure imbalance in our society, to obtain the full impact and rewards of truly integrated work and leisure identities in our employees will require a complete turn around in how we think about work and play.

And, if we are unwilling to embrace new thinking and the work/leisure scales remain tipped so dramatically in the direction of work, we're in for some dramatic challenges. In fact, Schor makes an ominous prediction that "if current U.S. trends in work continue for another 20 years, the average person would be on the job sixty hours a week, fifty weeks a year—for an annual total of three thousand hours. This will further reduce our free time options to sleeping and a minimum of other activities." Sadly, we've already proven our propensity to nap.

## Applying The Power of Play

So, the risk is great. But so are the rewards—to our employees, our companies and ultimately to the bottom line—when we embrace new thinking. There are several steps we can take toward understanding and applying the power of play:

- *We need to move beyond an era where people in our workforce are rewarded for creating the perception of being exemplary employees by staying at work for long hours (regardless of whether they are actually working or not) and using as little of their earned paid vacation time as possible (a factor that has become a badge of success and is unfortunately interpreted as showing commitment and loyalty above and beyond the call).*
- *We need to educate, coach and train our employees to draw out, define and strengthen their own individual leisure/play*



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## Adventure Travel A Growing Trend

by Jerry Mallett

Adventure travel can be traveling to grandmother's for the weekend or climbing Mt. Everest. But for the tens of millions who participate in active outdoor recreation each year, the definition lies somewhere in between these two activities. For a general description we can consider adventure travel as "participatory, exciting travel that offers unique challenges in a natural outdoor setting."

These activities include:

- backpacking
- canoeing
- horseback riding
- rafting
- kayaking
- scuba diving
- bicycling
- climbing
- wildlife viewing
- cave exploring
- camping
- hiking
- fishing
- hunting

Of course, this is a guideline and there are certainly gray areas for each of these activities. Fishing for sunfish in a pond in the middle of Chicago is somewhat different than fly fishing for salmon above the Arctic Circle and walking through Central Park will offer some related adventures that backpacking in the Bob Marshall wilderness in Montana may not have. Federal lands are the foundation for much of the adventure travel in the U.S. Over 700 million recreation days were enjoyed in 1995 on the National Parks, National Forests and Bureau of Land Management lands. Greater numbers of travelers enjoyed the state parks throughout the country (a recreation day is one person for 12 hours). In the U.S., people spent over \$100 billion dollars on outdoor recreational equipment in 1995. Again, much of this equipment will be used for general outdoor recreation and not ultimate adventures. But hiking footwear, backpacks, road and mountain bikes, roller blades and outdoor clothing are important to all of the active leisure traveling public.



*Jerry Mallett is president of the Adventure Travel Society, Englewood, Colorado.*

*identities.* The fall-out of an over-developed work identity was riveted into my consciousness when a friend of mine related an encounter with a European business associate who was visiting the U.S. The European asked my friend about his life in America and appeared sorely disappointed when my friend answered with a detailed description of where he worked and what he did. "I don't want to know what you do for a living," he chided, "I want to know who you are!"

■ *Not only do we need to actively and fully encourage people to use all their vacation time, we need to help them prepare for it by "emptying their work worries" before they go.* We need to help ease them into the vacation, rather than rushing to get everything done before they go. As managers, we must also assure them that we totally support and respect their vacation time, sincerely telling them not to worry, that their job will be there when they return. Yes, we need to give them "permission" to enjoy themselves.

▼

## Stress the benefits of a vacation where they actively participate in their own entertainment.

- *Before employees leave on vacation, get them to talk about what they plan on doing and what specific outcomes they plan on creating for their vacation.* Be careful not to get trapped into going along with the mentality that getting away from work is good enough. Instead, help them create an expectation (an objective) so they have a way to assess what value they experienced from their vacation.
- *Teach employees that activities (what they do, where they go, the places they stay) alone do not equal a vacation.* Activities are only the means to an end. The end result—the emotional, physical, psychological and spiritual rejuvenation, revitalization, relaxation, growth, learning, connection and self actualization—is truly what a vacation is all about. These are the goals we need to seek. The benefits we achieve will help build feelings of confidence, self esteem, cooperation, self worth, contribution, value, happiness and fulfillment.
- *Recommend that employees go to new places and try new things on vacations.* Stress the benefits of a vacation where they actively participate in their own entertainment. Help them understand that they are the experience. For example, adventure travel, eco-tours or heritage cultural educational trips can easily be incorporated into any vacation.
- *Encourage employees to take their vacation time in at least week-long (5-day) increments so they have time to go through all the phases of a vacation—"decompression," becoming conscious of each experience through "being in the moment," creating memories (emotional rewards) that deliver real value and "re-entry"—coming back a day early to reorient oneself to "everyday life."*
- *Assist employees in developing an appropriate set of measurement criteria and feedback mechanisms to evaluate vacation success.* In other words, make sure employees know the outcomes they desire and have specific ways to assess their progress toward that end. Even if their goal is to "do nothing," then they should note whether or not that's what they're getting,

long before the vacation is over so they don't end up more stressed, fatigued or frustrated than before they left.

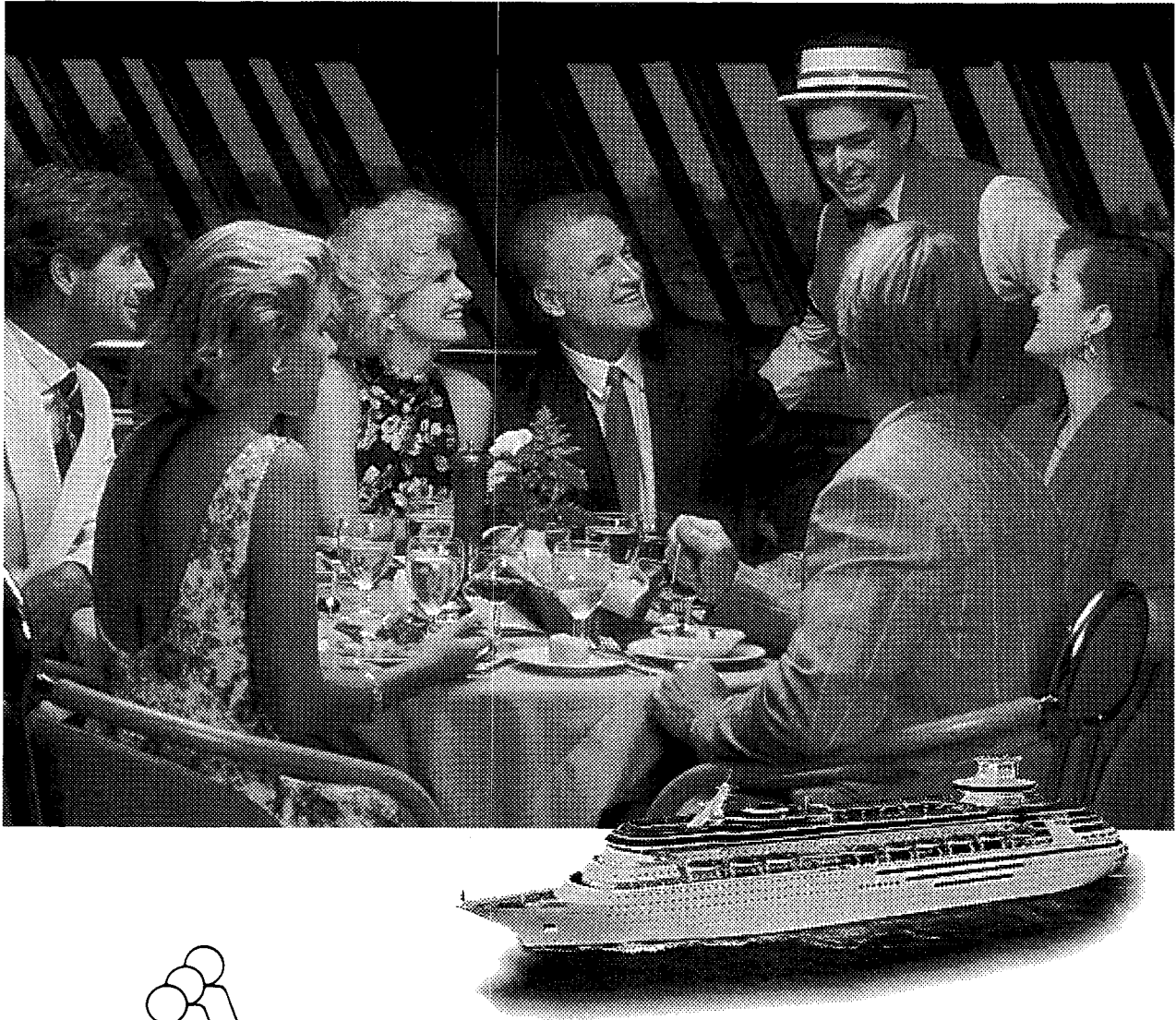
- *We also need to move beyond cash compensation to include more intrinsic rewards that enhance employee commitment and loyalty.* This was best expressed recently by an executive of a major U.S. corporation, who said, "I'm looking for something more than money out of my work. I expect deep fulfillment and a little fun too." We must challenge ourselves to find new ways to compensate employees. For example, offer an expanded vacation option as part of the overall corporate benefits package in which individual employees can personally select between vacation time, money, medical coverage, life insurance, dependent care and other benefits. (Did you know, nearly 80 percent of U.S. workers would prefer more vacation time over a salary increase.)
- *Finally, we need to inject more play into the work place.* In other words, take a page from Thomas Edison's incredibly productive and inventive life. He said, "I never did a days work in my life. It was all fun." Actively seek new ways to do routine things, encourage employees to use their creativity, intuition and ingenuity individually and in teams. Keep in mind, promoting the value of play without killing the essence of it through over-organization, rules and control is critical.

**I**t has been a few years since that bleak December day when I "lost" my vacation time. Since then, by creating, nurturing, expanding and protecting my new-found leisure identity, I have come to understand that not only is creation (particularly, my vacation) something that I want to do, it is something that is good for me too. It recharges me psychologically; it's improved my outlook on life; it's improved my creativity; and my stress level is reduced. Today, I know myself a lot better and am much happier and fulfilled—at work and away. You really do get what you play for!

Jennifer Simmons is president and John Ricks is executive vice president of Leisure Quest, Inc., Scottsdale, AZ. They can be reached at (800) 535-PLAY.



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## NESRA's Home on the World Wide Web

**Discover how you can get on the World Wide Web and how you can benefit from this Internet program exclusively for NESRA members and their employees.**

*by J. Scott Aemisegger*

### **Is the Internet all it's cracked up to be?**

Every day more and more people are rushing to be a part of it! But why? What makes it so special? How will it improve our daily lives?

The Internet is for real and it's here to stay! It represents the same fundamental shift in communication technology as the telephone and television did earlier this century. In its most basic form the Internet allows each of us to communicate directly with anyone in the world, not only by voice (telephone) but in every available form of information including pictures/video, sound, animation/virtual reality, data base and commerce. In addition, the cost of each exchange of information will eventually be almost nothing!

### **What is the Internet? How about the World Wide Web?**

The Internet is a collection of "interconnected" computers that communicate with each other using telephone lines, fiber optic cable and satellite links. The World Wide Web (WWW) is the shared

information system (graphical interface) these computers use to interact with each other. The WWW supports almost every protocol (data transfer method) available. Without it, each computer would need to internally store the protocol of every other computer in order to exchange information.

### **How can NESRA take advantage of the Internet?**

What are the benefits to each member and their employees?

One of the significant advantages of the Internet is the flexibility afforded to groups or organizations that may wish to customize an on-line program that meets their specific needs. NESRA has developed its program in order to directly support members and their employees. In addition, it is dynamic and therefore, can be upgraded and modified as members determine new needs and requirements. The NESRA Internet program is divided into two main sites:

- 1.** The information site: [nesra.org](http://nesra.org)
- 2.** The commerce/mall site: [nesra.com](http://nesra.com)

Members can take advantage of these sites from both the workplace and their homes.

# nesra.org

## NESRA.ORG

The information site has been developed to support NESRA's members in order to add greater value to their employee services efforts. The main features include:

- **24-hour per day presence:** Members can access NESRA information and resources at any time from anywhere in the world.
- **Instantaneous communication:** The NESRA site will allow members to e-mail any or all of their fellow members as well as NESRA Headquarters by a touch of the button.
- **Information access:** Members will be able to access bulletins, newsletters and magazines pertaining to any specific subject or date. If a member wishes to enact a wellness program, they will be able to automatically retrieve specific articles pertaining to this subject.
- **Forums/Chat rooms:** Members will be able to develop chat groups on-line to discuss various programs or events of shared interest. A chapter may plan an on-line meeting. Members of a softball league may choose to discuss league rules and scheduling. This can now be accomplished on-line in real time.

## NESRA.COM

The commerce site of NESRA is nesra.com. The creation of the NESRA Mall allows members and their employees to directly purchase goods and services from NESRA Associate Members at special discount rates. NESRA members can pass on the convenience of shopping on the NESRA Mall directly to employees. This can eliminate some

administrative time on the NESRA Member's part.

Employees benefit by having greater access to outstanding programs at reduced prices. They can purchase from their home or workplace at any time of the day directly from NESRA suppliers.

Associate Members benefit by gaining more access to the employee services market. They will also be able to communicate more effectively with NESRA members in order to

## Getting on the Web

The following represents our recommended specifications to best access and use the NESRA internet sites.

1. Use a computer that's a 486 CPU or better. The figure, 486 is the level of memory. The better the computer, the quicker it will read information and respond to commands.
2. A 28.8 modem works well. A 14.4 modem is adequate but, a speedier modem will greatly increase productivity and speed.
3. A Netscape browser of version 2.0, or higher is recommended. Netscape offers this on a complimentary basis at its internet site, netscape.com.
4. You will need an access provider. NESRA will announce a national program in the near future. We recommend a local/regional provider that will charge a flat, monthly fee of \$20 or less for unlimited usage. Please be aware that America On-Line, Compuserve and Prodigy will charge you extra dollars for any time you spend on the internet.

*J. Scott Aemisegger is president of InfoTrends Marketing Corp. The InfoTrends Group, Inc., Doylestown, PA, is a new media development company focusing on commerce management with large associations. NESRA has contracted InfoTrends' services.*

support the needs of the local association.

NESRA members benefit both by providing outstanding discounts to their employees and by earning a commission for their local association from suppliers. This, in turn, enables members to offer more programs to employees.

### **Other Benefits of the NESRA On-Line Internet Program**

NESRA will introduce a national access provider (AT&T, MCI, etc.) program for easy hook-up and location to the NESRA sites. This will be available to all NESRA member employees at specially discounted rates. The Mall will feature security encryption software

to safeguard credit cards. In addition, it will offer real-time/on-line processing of all orders and a mechanism to track purchases through United Parcel Service or Federal Express.

NESRA's home on the World Wide Web offers a tremendous potential for members and employees. It is truly a win-win opportunity for all concerned. It must, however, be promoted and used by members if the benefits are to be realized. Take advantage of NESRA resources and communicate to your fellow members and to NESRA Headquarters. Identify your e-mail address so others can contact you! Your interaction will create a vital and beneficial Internet site.



## **NESRA Services at Your Fingertips**

Using the Internet will become as common as using the phone. Utilizing NESRA's sites [nesra.org](http://nesra.org) and [nesra.com](http://nesra.com) can make your life much easier.

Imagine using the organization site to use the index of *Employee Services Management* to locate articles that can help you prepare a report for management. You will just call up [nesra.org](http://nesra.org), click on the "Inside *Employee Services Management*" button and choose articles you can request NESRA Headquarters to fax to you.

While preparing your report, you may have a specific question you need advice on such as, "Has anyone showed management a savings per dollar invested in a fitness center? How did you do this? What other formulas can be used to show savings in terms of dollars?" You can post these questions on NESRA's Forum and collect responses from members

across the nation.

You will also be able to collect information on NESRA's conference for your budget report and scan NESRA's member services to find other means of saving time.

Imagine too that while you are planning your report for management, that your spouse calls and wants to book a vacation to Florida and wants to know what type of discounts you can get. You can stay on [nesra.org](http://nesra.org) and browse through NESRA's *Buyer's Guide and Services Directory* for the latest information, print it up and take it home.

You continue to work on your report until 2 o'clock, when you plan to participate in a chat room discussion announced by NESRA to address the value of aligning your employee services goals to the goals of the company.

At 2 o'clock, you log on to the

Chat Room and type in your participation to a discussion happening at that time with NESRA members in New York, California and St. Louis. You find the discussion interesting. You've been able to share your experiences and you've picked up a few new techniques that can also be incorporated into your report to management.

You just remembered, that as a Chapter leader, you need to send an announcement to your chapter members. You go to the e-mail section of the [nesra.org](http://nesra.org) site and type in your announcement and send it directly to all chapter members' e-mail addresses. One more thing you can scratch off your "To Do" list.

You're almost done for the day when a colleague in New Jersey calls you. She heard about your involvement with the Philadelphia chapter of NESRA, PHIL/AERS and she wants to know if there's a chapter in North Carolina.

You can pull up the list of NESRA Chapters and their contacts and give her the contact's name and number.

You pack up for the day and on your way out, an employee asks you if you know of anyone who prints wedding invitations. You explain to her that she can access the [nesra.com](http://nesra.com) site from work or home and deal directly with personal printers. The employee is pleased and secretly, you are content because you know your employee association will receive a commission of the sale, if she purchases over the internet.

"Ah, another day done," you think as you head for home.

### **NESRA offers these services at your fingertips on NESRA's World Wide Web Site**

- Browse *NESRA's Buyer's Guide and Services Directory* to see what products and services are available from suppliers. The Buyer's Guide will also identify discounts that are extended to NESRA members.
- Check the dates of NESRA's Upcoming national and regional conferences. Find out how to register today!
- Order a book from NESRA's online bookstore. Members receive a discount on publications.
- Download supplemental information to articles appearing in the current issue of *Employee Services Management*, *Keynotes* and *NESRA News*.
- Update your NESRA Membership file. Have you recently moved? Have you replaced our previous contact person? Updating your record is easy on nesra.org.
- Shop in the NESRA Mall to order a variety of products and services that can help you do your job better.
- Access a list of revenue generating ideas.
- Request resource information from NESRA Headquarters.
- Chapter Leaders can get sample bylaws and meeting topic ideas.
- Participate in chat sessions on vital issues in employee services.
- Present a question to your peers, such as, "What new family program have you implemented in the last year?" and have peers provide descriptions and advice.
- Use the *Employee Services Management* article indexes as a resource for report materials.

Plus, check out the list of NESRA services, recent press releases and so much more!

### **It's easy to get to NESRA's World Wide Web page.**

- If you have Internet access, use your Web browser to go to:

<http://www.nesra.org>

- America Online® users: You can keyword directly to <http://www.nesra.org>. On Prodigy®, jump to <http://www.nesra.org>. CompuServe® and Microsoft Network® subscribers, use your World Wide Web browser to reach NESRA's home page.



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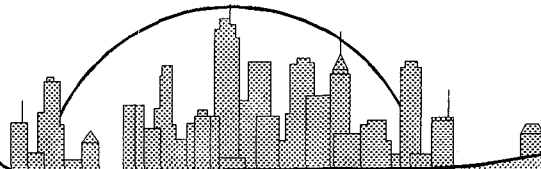
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## 1001 WAYS TO REWARD EMPLOYEES

by Bob Nelson

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only \$7.95**

At Hewlett-Packard they have the Golden Banana Award, Disney opens Disneyland one night a year to employees and families only, with upper management dressed in costumes and running the concessions and rides. One Gap manager thanks her workers for meeting a grueling deadline by giving gift certificates to a spa for a facial or massage. Finally, managers are beginning to catch on to something employees already know: that what really motivates a person to perform are those intangible, unexpected gestures that signify real appreciation for a job well done.

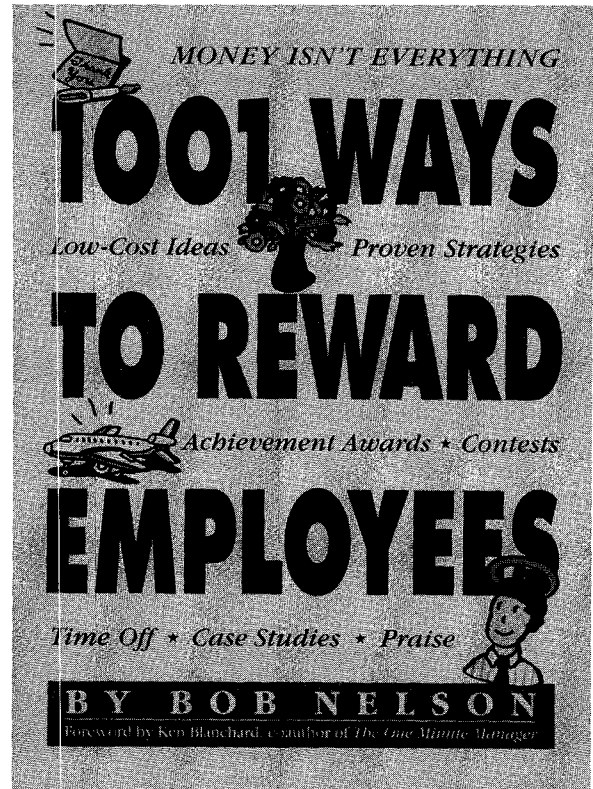
Bob Nelson has delved extensively into the issue of employee rewards and put together an idea-filled reference for making the person/achievement/reward equation work. From informal rewards (a note saying thank you, spontaneously taking a group out to a ballgame) to awards for specific achievements (reaching sales goals, quality/productivity awards, soliciting employee suggestions, providing customer service) to formal reward programs (gainsharing, anniversary awards), here are over 1,000 innovative ideas beyond the standard raise and/or promotion. Because as the best-run companies now know, money isn't everything.

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—Ron Zemke, *Training Magazine*

*"This is the one book that should be on every manager's desk!"*—Ken Blanchard, co-author, *The One Minute Manager*

*"Can giving someone three pints of ice cream, as Ben and Jerry's does, help revive the American spirit? If so, the solution to America's problems may indeed be deliciously simple."*—*The New York Times*



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# How to Start a Travel Program

## *and Make it Sail!*

by Karen G. Beagley

**Anyone who has ever planned a trip knows sometimes the hardest part is making the preparations. Besides making sure you can get the time off, planning your wardrobe and getting a neighbor to take in the mail, there is the endless array of travel arrangements to make. How are you going to get to your destination?**

**Where will you stay when you get there? Where are the best places for meals? And the list goes on.**



*Barb, Mary Ann and Jackie from the City of Scottsdale, Scottsdale, AZ, take a break drinking "Mendenhall Madness" to warm up before finishing a rafting trip excursion near Juneau, Alaska during their Alaskan Cruise.*

As an employee services provider, you can give your employees stress-free trips with a travel program. Employees pay their money, prepare themselves personally and then leave the rest up to you. But, you think you don't want the headaches associated with planning trips for your employee population. It really is not as difficult as you might imagine. Many

NESRA members successfully plan one-, two- and three-day trips from start to finish.

There are two main ingredients to running a successful travel program: knowing your

yourself and coordinate all its aspects. Be prepared to get organized. Remember, it gets easier after the first trip.

NESRA Associate Members can, in many cases, help you with tickets, planning a charter trip or destination facilities. Don't forget to check your *Buyer's Guide and Services Directory* in the November/December issue of *Employee Services Management* and in the *NESRA Membership and Peer Network Directory*.

### Steps to a Successful Trip

**1. Pick your destination/level.** This is determined by where your employees indicated they would like to visit. It might be a downhill ski trip or whitewater rafting or a sporting event. Reserve a block of tickets.

"You have to be well organized to get the word out and to maintain interaction with all the people," explains Millie Terlizzi, human resources generalist, The Medical Center, Beaver, PA. "Make a lot of contacts. Call the civic centers, ice shows, sporting facilities, etc., for group tickets and reserve the tickets through the facility or through NESRA Associate Members."

**2. Choose where you will stay.** This will be determined by budget and time. "If you don't know where to stay call your destination's Chamber of Commerce," says Pam Hahler, CESRA, employee recreation coordinator, The Gates Rubber Company, Denver, Co. "Tell them who you are with, when you are coming, what type of accommodations you want, how many in your group, and your price range. They will hopefully be very helpful and send you a list of properties that meet your criteria."

"Ask for recommendations from your employees or take a look at facilities that mail you information," explains Janet Tasher, special services coordinator, Naval Inventory Control Point, Philadelphia, PA.

"While planning your trip, ask whoever you are talking with for recommendations on other aspects of the trip," says Terlizzi. "For example, hotels can give you information on where to buy tickets for an event."

"You can even work with fellow NESRA members when planning a trip if you don't think you will have enough of your own employees to fill a bus or whatever," says Judy Wind, RVESRA, president of Hartford Club, Simsbury, CT.

Find out cancellation policies, deposit

audience and organization. "You have to know who your employees are," says Clara Alonso, director of human resources, TOMY America, Brea, CA. "You have to know what they like and dislike in relation to travel."

"Survey your employees so you don't waste time planning trips that no one is interested in," says Marci Kinnin, CESRA, employee services coordinator, CIGNA Corp., Hartford, CT.

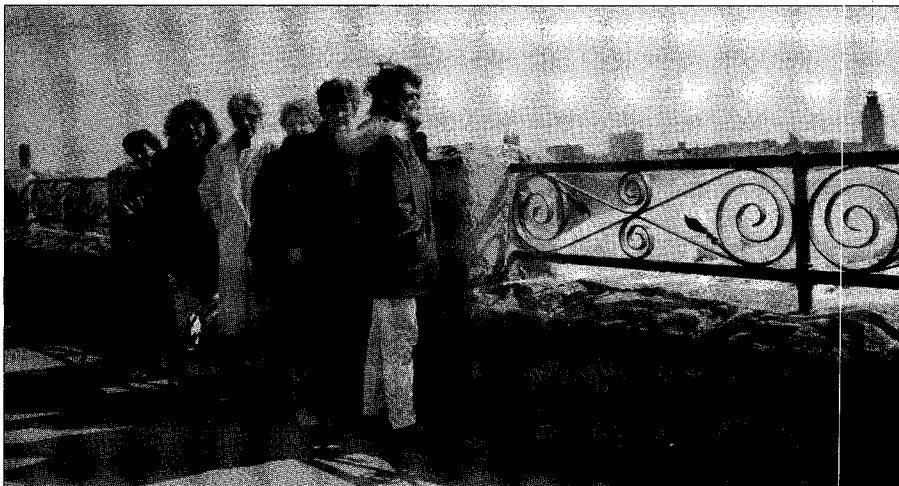
"Reach out to your employees to find out what they want in travel," comments Nancy Kalman Arcy, president, Oakwood Activities Association, Oakwood Healthcare Systems, Dearborn, MI. "Try to get a commitment from your employees regarding a destination before you plan an entire trip."

Now, you have the answers back from the employee travel survey and are all ready to plan your first trip: What do you do?

### Organization Skills Are Imperative

There are two ways to have a travel program. You can contract a trip out to a travel agency or charter group, or plan the trip yourself. If you use a travel agency or charter group, you might be responsible for advertising the trip and the representative would handle all the other aspects (see sidebar A).

You have decided you want to plan the trip



*Employees from The Medical Center, Beaver, PA, enjoy the beauty of Niagara Falls after a Phantom of the Opera trip in Toronto, Canada.*

requirements, and ask about special accommodations for any employee who needs it. If you are not familiar with the accommodations, check them out.

**3. Pick a Mode of Transportation.** Are employees responsible for getting themselves to the destination? If you are handling the transportation, shop around for the best prices and best mode for your group. With most one-, two- or three-day trips a bus is the easiest form of transportation. "Bus trips build camaraderie," says Terlizzi. "Employees get the opportunity to talk and play games with others."

"Keep them occupied on the bus," says Elaine Maynard, president, NESRA of the Inland Empire, and collections manager, Retail Merchandising Service Automation, Riverside, CA. "Many buses have video recorders to show movies, and you can play games to pass the time."

"Check the bus company for dependability and reliability, size of fleet and National Certification," says Kinnin. "Also make sure drivers are familiar with your destination."

"I make sure the bus has a PA system for any announcements, clean restrooms and that the driver has the ability to communicate with the bus company and the destination in case of problems," says Tasher. "When you find a bus company you like, you can keep using them for better discounts."

Bus companies will give you bids by hours and mileage. Check their insurance for liability.

**4. Reserve Everything.** Since you have already determined general interest in your trip you can book everything based on those numbers. Once you have obtained all the prices, you can divide the total by the expected number of participants and you have the cost of the trip. Whether you are planning the trip at cost or as a profit is up to you.

**5. Publicity, Publicity, Publicity.** Use flyers, e-mail, payroll stuffers, bulletin board announcements and newsletter articles/advertisements for publicizing the trip. Give employees as much information upfront as possible. State when they should give deposits, how much, cancellation policy, when, where, who to contact, etc.

**6. Deposits and Information.** Collect deposits or the total amount of the trip from employees and give them all the necessary information such as where to meet, what to bring, time of arrival back at meeting place, etc.

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## Sidebar A

## Expanding Your Travel Program

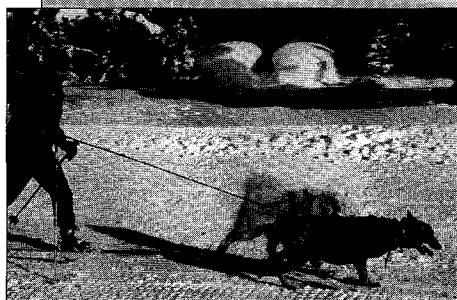
Many NESRA members feature extensive travel programs for their employees. Trips such as London, England; weeklong cruises; European tours; Alaska; are just a few of the trips offered. These members depend on the expertise of charter groups or travel agents. Many times all you have to

do is publicize the trip. The representative takes care of deposits, travel arrangements, documentations, etc. Your employees would, most likely, be a part of a larger group. "Using an agency for our Phantom of the Opera trip saves me time," says Linda Orr,

manager of employee services, Summa Health Systems, Akron, OH. "All I have to do is advertise it."

Some NESRA members receive a commission on each trip an employee books. Other members offer the travel service solely as another benefit. When deciding which charter group or travel agency to work with:

- Consult your *NESRA Buyer's Guide and Services Directory* in the November/December issue of *Employee Services Management* or in *NESRA's Membership and Peer Network Directory*.
- Ask fellow NESRA members for recommendations.
- Ask employees for recommendations. "Ask your employees for companies that they have used for their own personal trips," says Jacquelyn Bell, employee program manager, City of Scottsdale, Scottsdale, AZ.
- Choose several companies and ask for bids. Give the companies specifics on types of trips; what you would like included, and what is important to your employees. "The way the company responds to your initial bid letter will indicate whether or not it wants to work with you," says John Schmid, chairperson of CoreStates Employee Association, Center City, PA.
- Provide flyers. Charter groups or travel agencies should provide you with necessary flyers for publicity.
- Send out a questionnaire to employees regarding the trip and the company you dealt with after the trip.



An employee of Gates Rubber Co., Denver, CO, enjoys a ski trip.

"Get as much of the money as you can upfront or at least get a sizable deposit," says Maynard. "You want to make sure you have the employees' commitments before you are out a lot of money."

"Make it clear what time you are leaving and that you will wait 10 minutes," explains Wind. "And then stick to that. We leave for our trips with or without people."


**7. Reconfirm.** Recheck all your details with all aspects of the trip from the transportation to the destination facility.

**8. Have Fun.** "We have an unwritten policy that whoever organizes the trip goes on the trip," says Terlizzi. "This enables the person to make sure everything goes well."

"There are lots of things that could go wrong with a trip that are out of your control," says Tasher. "Have as much control as you can over the things you can."

There might be no snow for your ski trip or low water for your whitewater rafting trip. But those things you can't control. Control what you can and forget about the rest and enjoy the trip, you worked hard, you deserve it.

**9. Thank everyone and conduct follow-up survey.** After the trip is over consider having employees fill out a survey rating the trip and giving comments on the successful and unsuccessful parts of the trip. You can even include a place for suggestions for future trips. If an employee makes a suggestion you are unfamiliar with—follow-up with the employee on details.

**10. Congratulate Yourself and Get Ready...** Congratulate yourself and get ready to plan the next trip. 



Karen G. Beagley is copy editor of *Employee Services Management* and editor of *Keynotes* and *NESRA News*.

# While You're Taking Care of Others, Who Takes Care of You?

by Rita Emmett

**W**ho does take care of you? What's your answer? When I presented this question in the opening session at the first Chicago NESRA Conference, I received a variety of replies. Some said their families or friends or employers took care of them.

Once, when I asked this question "Who takes care of you?" a woman replied, "I do, but I'm not doing a very good job." Her answer could come from many of us, couldn't it?

We really know that it is up to each of us to take care of ourselves. If someone asked you what others in your life need, you could probably sit down and write a list—a lengthy, fairly accurate list—of THEIR needs. But when the question pertains to OUR OWN needs, most of us have never given it any thought. How can anyone else be in charge of knowing what we need when we don't have a clue what we need ourselves?

So—intellectually at least—we know it's up to us to take care of ourselves, but in our hearts, don't we catch ourselves hoping, just a little, that someone will come along to ease our pain or lighten our burden?

Yet think about it. How can anyone else take care of our needs if they don't KNOW what we need? And how could they possibly know what we need if WE don't know what we need? Then—to further complicate it—because we are human, our needs change all the time.

Haven't you ever experienced being so angry that you tell everyone near you "Stay away from me. Keep out of my face. I need space. Gr-r-r." (Well, maybe YOU'VE never said that, but you've probably read about people who do...) Then, a week later, you find yourself thinking, "I'm so upset. I wish someone would

just hug me." So—when all is said and done—you DO know the answer to the question, "While you're taking care of others, who takes care of you?" If you ever find yourself saying "No one," then you know YOU are not doing what needs to be done. There's a job to be done and it's up to you to do it.

## What's Your Toughest Challenge?

I've been conducting a sort of "unofficial, unscientific" survey over the past 2-1/2 years. When people call me to request information about the topics I present, I've been asking them, "What's your toughest challenge?"

Work, money, health and time pressures are pretty hefty concerns, but the top challenge—the top stressor—of over 400 people is "caring for others."

NESRA members have the usual "caring" situations that others have—caring for aging parents, kids (who never seem to leave home...and when they do, some of them "go forth and multiply," then return home again), co-workers, friends, neighbors and other family members.

And NESRA members have the additional challenge of constantly trying to come up with new and different, exciting and interesting events. Plus, they are trying to keep these events under control when—as we've all observed—participation, weather and so much else is simply beyond anyone's control.

As you strive to "enhance employee quality of life," you KNOW you need to also care for the quality of YOUR life, but—well—you get to the end of the day of caring for everyone else and there just doesn't seem to be any time or energy left to care for YOU, right?

▼  
**Though it's  
your nature  
to do for  
others, you  
must also  
find ways to  
care for  
yourself.  
After all, if  
you become  
burnt out,  
who will care  
as well as  
you for  
others?**



Chart A

### Use These Practices to Care for Yourself or Find Other Ways that Suit You

1. Unplug the phone and enjoy some peace and quiet.
2. Sign up for a class
3. Buy yourself a present
4. Laugh
5. Pet an animal
6. Spend time with a small child (consider borrowing one, the parents might appreciate the break)
7. Try a new restaurant
8. Call a friend long distance
9. Watch a sunrise or sunset
10. Make love
11. Read a book for no practical purpose but enjoyment
12. Work out
13. Have lunch with a good friend or someone you'd like to know better
14. Fix something that's been broken
15. Give a hug
16. Receive a hug
17. Blow bubbles
18. Do something you love to do
19. Do nothing but listen to your favorite music for 20 minutes.
20. Make a list of your favorite activities

### Perfectionism—It Can Make You Crazy

A great place to start caring for yourself is to stop expecting perfection. When we barrel through life expecting ourselves to be perfect, expecting others to be perfect and/or expecting life to be perfect, we place almost unbearable pressure on ourselves and others. Nothing causes stress like perfectionism. It also destroys our self-esteem and our relationships. It also makes us crazy.

So, if perfection can make us crazy, what are we supposed to strive for—mediocrity? No, not at all. If you have anything to do with NESRA, my guess is that you would never accept a standard of mediocrity. What we need to recognize is the difference between excellence and perfection. The biggest difference is that excellence is achievable, perfection seldom is.

### Making Mistakes—And Beating Ourselves Up

One variation on this business of perfection is the fear that most people have of making a mistake. Part of being human—and therefore “imperfect”—is making mistakes, yet so many people beat themselves up and refuse to forgive themselves when they make a mistake. One of my favorite quotes is, “The person who never makes a mistake probably isn’t doing anything.”

As long as we are involved with and living life, we will make mistakes. The couch potato who never does anything is likely to make way less mistakes than people like you who are involved in a complicated profession—and are involved in life. This quote is so powerful, I’ve had a postcard printed up and keep it at my desk to remind me that as long as I’m involved with LIFE, I will make more mistakes than if I were a couch potato. If you’d like a postcard, call me. I’ll send you one.

We don’t have the choice of whether we can live a life of zero mistakes or not. Because we’re human, the mistakes WILL be there. But we DO have a choice of whether we will beat ourselves up over the mistake or use the mistake as a learning lesson.

Have you lived long enough to know that much of what you’ve learned in life has been from your mistakes?

### Recharging Your Battery

Now it’s time to decide on some action.

What can you start doing today that will bring some fun or joy into your life? It’s almost as if I’ve been trying to “sell” you on the importance of taking care of yourself. Your time spent reading this is wasted if you don’t make a decision to DO one positive, joyful change this week. If you let the time pass, you’ll probably never start.

It can be as small as taking some quiet time five minutes a week or as big as returning to college. It can be a “one-shot deal” or something you’ll do every day. You can’t go wrong as long as you begin doing something to

take care of you now. This is definitely an assignment that is "different strokes for different folks." What recharges one person's battery can drain another's.

Sometimes it helps to remember what delighted you as a child. A woman once told me she was an "outdoor kid" who never watched TV, always was outside. But now she had reached a point, she said, that the only time she would smell fresh air was from her house to the car and from her car to work.


She started going outside for walks during her lunch hour a couple of times per week. Soon her walking-time expanded to after work and weekends and she rediscovered the joy of walking in the rain and the diamond sparkle of freshly fallen snow in the moon light. Then she found herself drawn to parks and a local hiking trail. Now, several years later, she finds herself being an "outdoor woman" who hikes and rides a bike regularly. Incidentally, she has lost 47 pounds and now feels "human and healthy" as she phrases it.

A few random ideas for self-care appear in Chart A. Maybe none of them will grab you, but the hope is that they will open your mind or your heart to start a new, healthier, more balanced, more tranquil, less stressed way of life.

Now take a piece of paper and write an Action Plan. Date it and list three things you will start doing to take care of yourself and add joy to your life. Then put it in your wallet, calendar or on your mirror where you will see it every day.

If you are caring for others and feel you can't carve out the time or energy to care for you, consider this. What will happen to those others if you burn out and are replaced by someone who doesn't care as much as you do?

One of the best ways to take care of yourself is to get rid of the guilt, to start reminding yourself that every time you use some form of self-care, you have paused to "recharge your battery" and will come back more loving and giving, more caring and ENERGIZED.

Back to the opening question: "Who DOES take care of you?" I hope it's you. You deserve it, you know. 

*Rita Emmett is a professional speaker and author in Des Plaines, Illinois, and the president of Emmett Enterprises, Inc. She presents keynotes, seminars and break-out sessions on subjects such as "Conquering Procrastination," "Improving Communications" and*

*"Am I Having Any Fun Yet." This summer Rita gave the opening keynote on "While You're Taking Care of Others, Who Takes Care of You?" at the first Chicago NESRA Conference. If you would like the "Mistake" postcard mentioned in the article or further information about Rita, call her at (888) 699-9950 or FAX (847) 699-9951.*




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# More Employee Stores Continue to Open

Chart A

**The percentage of NESRA members with employee stores has increased from 23 percent in 1994 to 26 percent in 1996.**

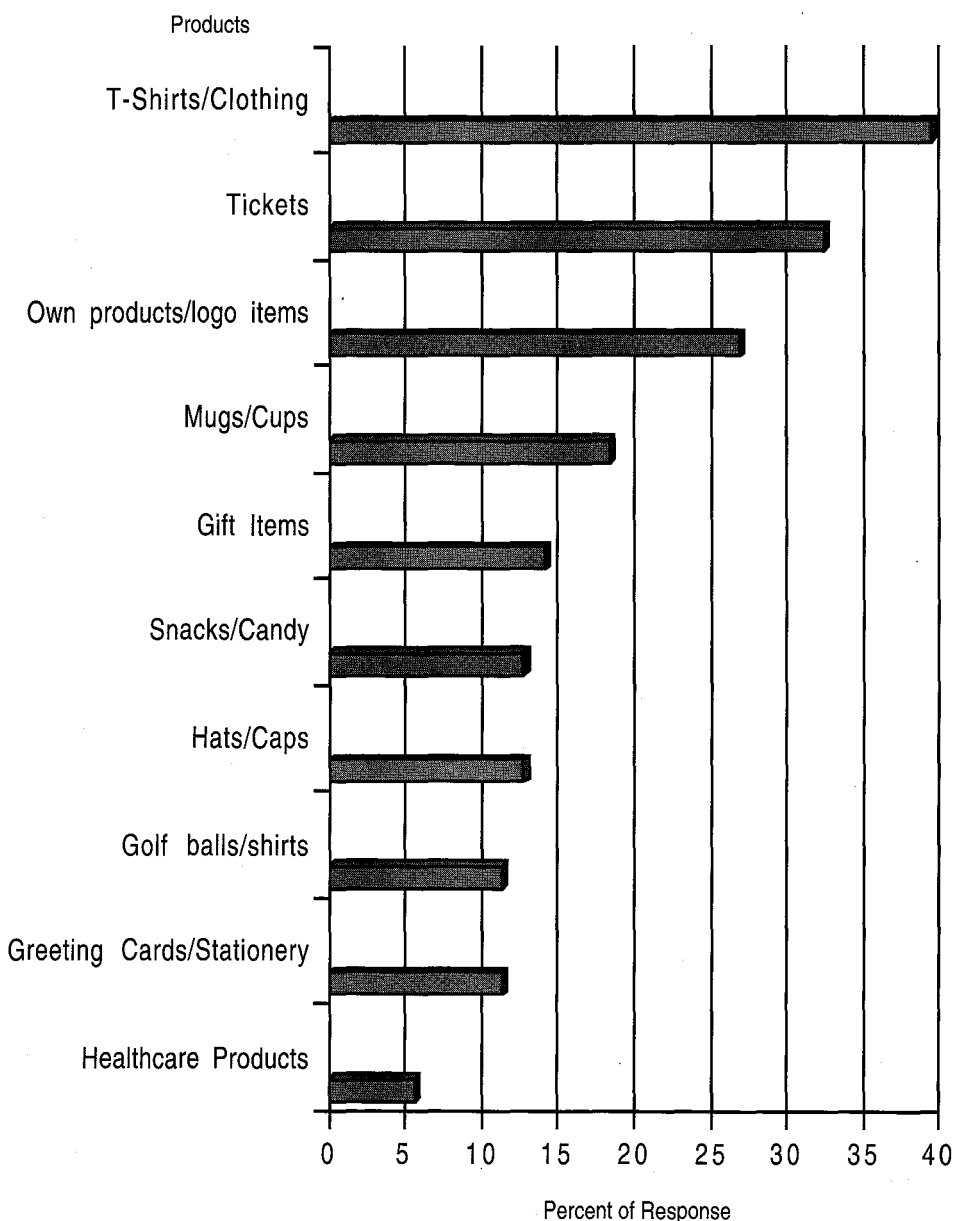
These are just some of the findings of a new Market Survey in which the National Employee Services and Recreation Association commissioned Research USA Inc., to evaluate. All questionnaires were received and tabulated by Research USA, Inc., an independent research firm. The results are projectable within a  $\pm$  5.4 percent.

Although the study addressed all types of purchasing practices and their employee services programs, this report will focus on findings about employee stores.

Members were asked to identify what are the three fastest-moving product areas in your store?

Chart A shows the top responses.

## Fastest Moving Product Areas in Employee Stores



## EMPLOYEE STORE

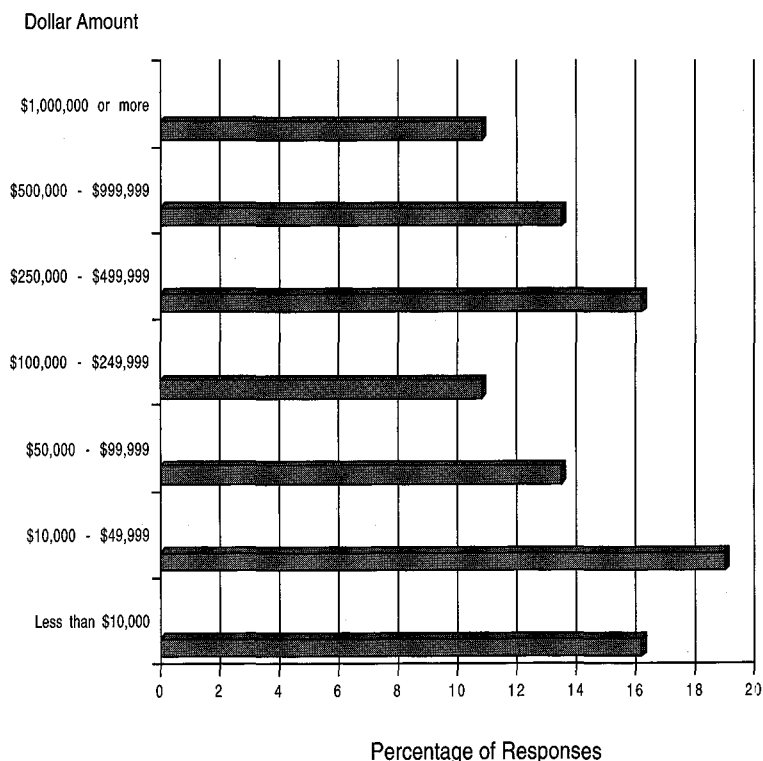
Members listed a variety of other product areas they sell:

<i>Baby products</i>	<i>Badge Holders</i>
<i>Beach towels</i>	<i>Binders</i>
<i>Computers/other electronics</i>	
<i>Cookware</i>	
<i>Filmbatteries/processing</i>	
<i>Forms</i>	<i>Gift certificates</i>
<i>Models</i>	<i>Pen &amp; Pencil Sets</i>
<i>Pins</i>	<i>Portfolios</i>
<i>Postage stamps</i>	<i>Rental cars</i>
<i>Safety glasses/items</i>	<i>Seasonal items</i>
<i>Shoes</i>	<i>Signs</i>
<i>Sporting goods</i>	<i>Sunglasses</i>
<i>Travel bags/luggage</i>	<i>Travel brochures/maps</i>
<i>Umbrellas</i>	<i>Videotape/cassettes</i>
<i>Watches</i>	

The range of total gross sales of members' stores is generally evenly distributed as shown in Chart B.

Chart B

### Total Gross Sales of Employee Stores in 1995



### The 26 percent of NESRA

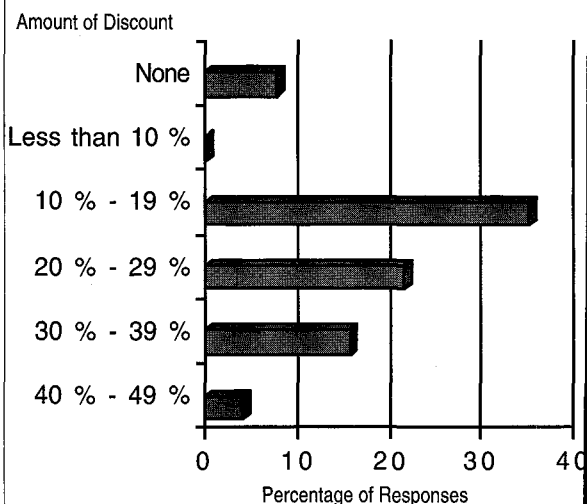
**members with stores, have an average inventory of \$38,740.**

**In 1995, average gross sales for these stores was about \$320,500.**

Just more than 10 percent of stores do not offer a discount on items, while the majority of those with stores offer from 20-29 percent discount on items sold. The distribution is shown in Chart C.

Chart C

### Average Discount on the Items Sold

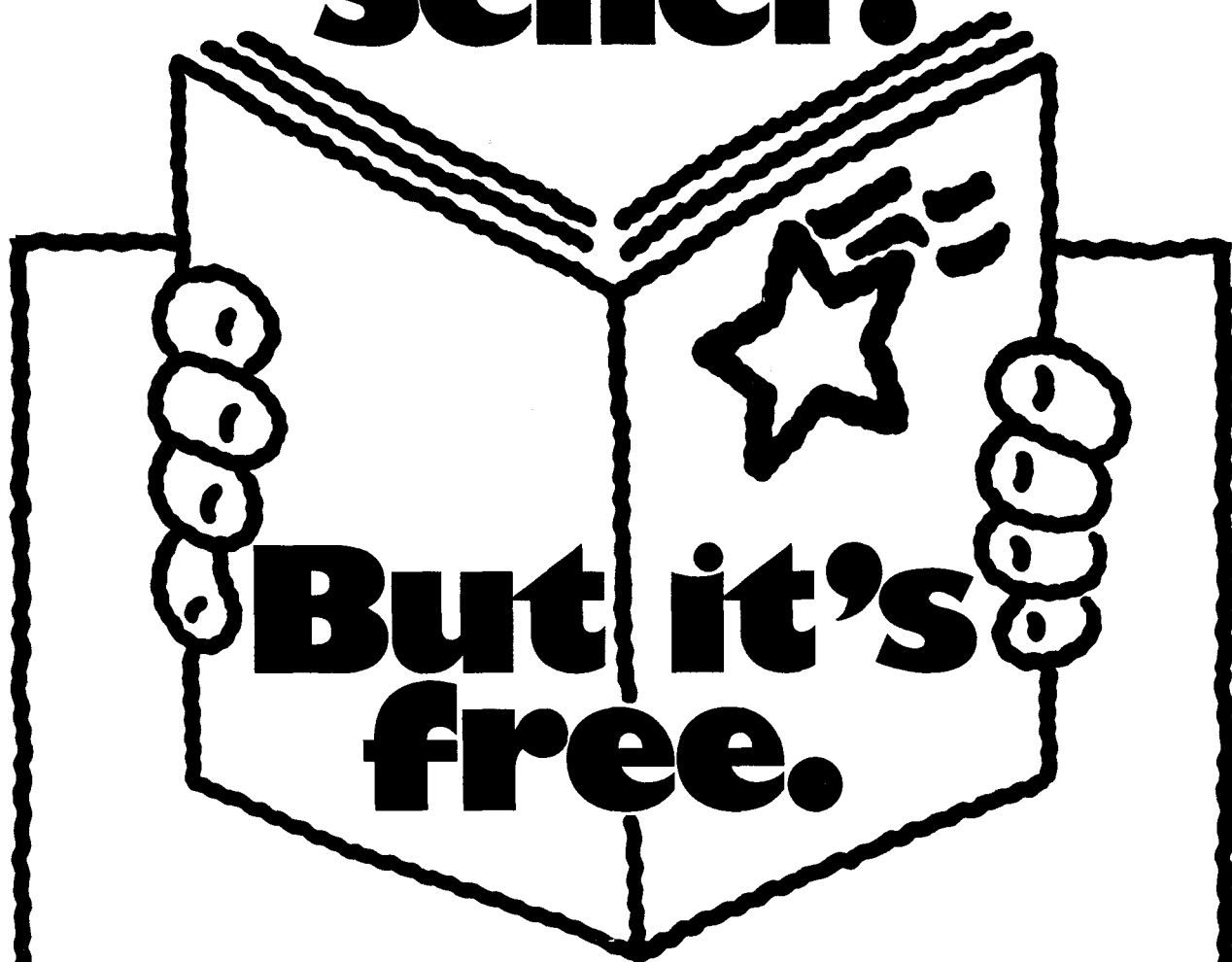


Of those companies that do not have employee stores, 8.5 percent plan to open one. In less than 12 months, 2.5 percent plan to open their stores while 5 percent plan to do so in 1-2 years while 1 percent plan to do so in more than 2 years.

With the increase in employee stores, NESRA continues to improve its services to this segment of the membership population. Increased networking with employee store peers and increased communication with suppliers will be enhanced with NESRA's home on the World Wide Web, <http://www.nesra.org>. Look for more information on NESRA's Mall in late fall.



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For more information, contact National Employment Screening Services, 1723 S. Boston, Tulsa, OK 74119-4830, (918) 592-5200, FAX (918) 585-9480.

## ▼ A Roadmap for Wellness

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For more information, contact Wellness Councils of America, Community Health Plaza, Suite 311, 7101 Newport Ave., Omaha, NE 68152-2175, (402) 572-3590. FAX (402) 572-3594. For merchandise ordering, contact MJ Marketing, 440 Regency Pkwy. Dr., Suite 150, Omaha, NE 68114, (800) 333-4042, FAX (402) 398-9036.

## ▼ Florida Discounts Available

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For more information, contact Exit Information Guide, Inc., Dept. LF1295, 4205 NW 6th Street, Gainesville, FL 32609.

## ▼ Teaching the Elephant to Dance

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## Buyer's guide update

**Here's a listing of new National Associate Members. Use the Buyer's Guide**

**Update as an appendix to your 1996 Buyer's Guide and Services Directory**

**(Published in your *Membership & Peer Network Directory* and the November/**

**December issue of this magazine).**

## ▼ Clarion Resort On The Lake

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**Update your '96 NESRA Buyer's Guide and Services Directory by noting the following additions/corrections:**

- Floral Communications, Inc. (merchandise) new contact: Cecil Taffer
- Karena Hotels Inc. (Florida) new contact: Kathleen Stephens
- Princess Vacations/Princess Hotels Int'l. (travel) new a/c is 954, new 800 number (800) 422-7466.
- Qualex (photofinishing) new contact/new phone: Robert Ricci, (919) 382-2267
- SMI, Inc. (family) new address: 27 E. Housatonic St., Pittsfield, MA 01201-6407

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supported the notion that if you treat workers as partners, rather than hired employees, they will be motivated to achieve more. Nearly 60 percent of surveyed workers said they would work harder if they knew how their jobs helped the company make money.

To help employees feel more in touch with what is happening at the company, UMI, a database publisher, offers quarterly associate meetings in which small groups of employees hear from management on what is going on at the company and have them question senior executives.

"Because of all the changes at our company, it is more complicated to survive and thrive than ever before," said Tom Hall, vice president of personnel for UMI. "At the same time, our management philosophy has changed from being paternalistic to more entrepreneurial in spirit, with associates taking more responsibility for themselves. In that process, we want to help them learn where they can fit in and succeed in our evolving workplace structure."

Employees at Markem Corporation, a printing machine manufacturer that downsized its workforce by 10 percent, are receiving personal counseling from the company to develop their career paths.

"We are working with all our employees to construct personal development plans that will help map out an individual's career goals at the company and how to achieve them," said Dave Hill, human resources manager at Markem. "Our goal is to develop more of a partnership between management and employees."

"The CEO and senior management now tour the manufacturing facilities more often, at least once a quarter and share information with employees. We have a true open-door policy in which any individual can walk in, unannounced, to talk with the CEO about anything work related."

At Simmons Co., a lot of motivation and positive reinforcement have been the keys to the mattress and box spring manufacturer's success. The company holds an annual "Plant of the Year" contest to encourage team work. For winning this year's contest, based on production goals, the 125 workers at the company's plant in Charlotte, NC received a 50 percent increase on their annual bonuses.

In addition, the plant offers a monthly catered lunch for all employees at which the plant manager hands out golf shirts and

baseball caps as welcome gifts to new workers and anniversary awards to more senior workers.

Simmons also believes in empowering workers by encouraging them to participate in a number of committees that oversee a range of issues from quality to plant-wide social events. Later this spring, the company plans to introduce a new program that allows employees to order additional materials themselves when they run out.

Another important factor in management's new movement to treating employees more fairly is increasing flexibility.

When manufacturer Hoechst Celanese reengineered, the company worked to find employees other jobs within the organization, providing training when necessary.

At the St. Paul Cos., a property casualty insurer, its extensive employee assistance and counseling program not only helps employees work out their problems, it also adds to the company's bottom line.

An independent study found that the company's program, which provides such assistance as a toll-free phone number workers can call for counseling, assessment, intervention and short-term treatment, saved the company \$1.8 million in 1994, or \$6 for every dollar it cost to run the program.

Another sign of the program's success: the company enjoys a turnover rate of less than eight percent a year, the lowest in its industry.

Other companies have seen the value of allowing employees to move laterally across the organization, picking up new skills as they go.

At Sun Microsystems, an education center for employees has proven so successful that it has been turned into a profit center, offering courses to those outside the organization.

"The managements of American corporations are well aware that the new economic realities are causing serious problems with their workforce," said Challenger. "The companies that don't address these problems to win back the commitment of their employees will lose their economic viability."

Recent studies bear this out. In one study, 31 percent of respondents viewed a company's sense of social responsibility as a key factor in their purchasing decisions. Another study found that nearly 90 percent of consumers said that when quality, service and price are equal among competitors, they are more likely to buy from the company that has the best reputation for social responsibility.

*Challenger, Gray & Christmas, Inc., is an international outplacement consulting firm with 24 U.S. and foreign offices. Chicago office, (312) 332-5790.*



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# Enhance Worker Value: Profits Likely to Follow

▼  
**Companies  
are working  
hard to  
improve the  
employer/  
employee  
relationship  
and to  
mitigate  
distrust and  
build loyalty.**

**D**espite continued layoffs, reengineering and restructuring, management is making significant efforts to be more perceptive to workers' growth and development. In particular, management is helping workers recommit themselves to the company by boosting their value through more training, financial incentives and increased flexibility, according to a survey released by Challenger, Gray & Christmas, Inc., Northbrook, IL, an international outplacement consulting firm.

"We find more companies are demonstrating how much they value and care for their employees in today's highly competitive economic environment," said John A. Challenger, executive vice president of Challenger, Gray & Christmas. "It has been popular lately to criticize management for being uncaring because of layoffs but companies are working hard to improve the employer/employee relationship and to mitigate distrust and build loyalty.

"Some misguided companies still believe that if workers are treated too nicely, the bottom line could suffer. Companies need not spend a lot of money to show they care about their employees. Everyone benefits in the long term in those companies that do make an effort to show they care. Employees are happier and more productive and employers are satisfied because profits are likely to increase."

At Harman International Industries, Inc., a manufacturer of audio/video products, for instance, the company was recently honored by President Clinton for its devotion to advancing the skills and career opportunities of its employees. Harman's in-house training programs prepare factory employees for new careers, including sales training. Through a language training program, non-English speaking employees are taught to speak and write in English, while English speaking

employees are taught Spanish.

The company's Senior Executive Training program teaches senior executives how to work on a production line and how to build product; it also teaches production line employees business structure.

"We invest heavily in the training of our people. If we lose them, that investment is forfeited," said Dr. Sidney Harman, chairman and chief executive officer of Harman. "With downsizing and the reduction of work through new technology becoming a profound national concern, the innovative use of that technology will expand our workforce. We believe in up-sizing."

Another example of the emphasis on training is at US West Communications, which announced a major apprenticeship program with the Communications Workers of America and the Labor Department. The program, the first of its kind in the country, will train installers and telephone network technicians. The impetus for the program came from US West because it has a number of job openings for skilled technicians and it wanted to hire from within if its workers had the skills. CWA did not want to see US West hire outside contractors for technical work that could be performed by US West workers.

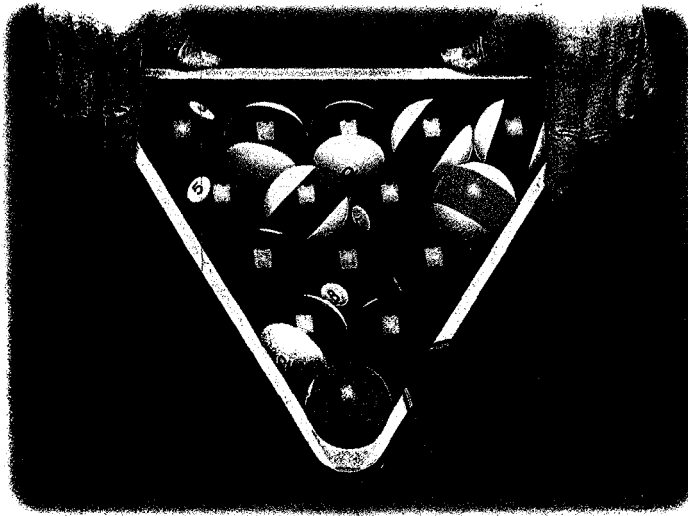
Another movement among management is to give stock options and bonuses to rank-and-file workers, a perk generally given exclusively to executives. The number of companies offering bonuses or stock options to nonexecutives jumped to 46 percent in 1995 from 25 percent in 1992.

"Bonuses and stock sometimes take the place of raises but they give employees the feeling that they are sharing in the success of the company," said Challenger. "These benefits are especially motivating to workers who fear layoffs."

Similarly, a recent survey of workers

*(Continued on page 46)*

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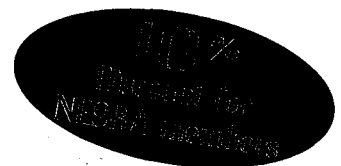
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Published by the National Employee Services and Recreation Association

October 1996

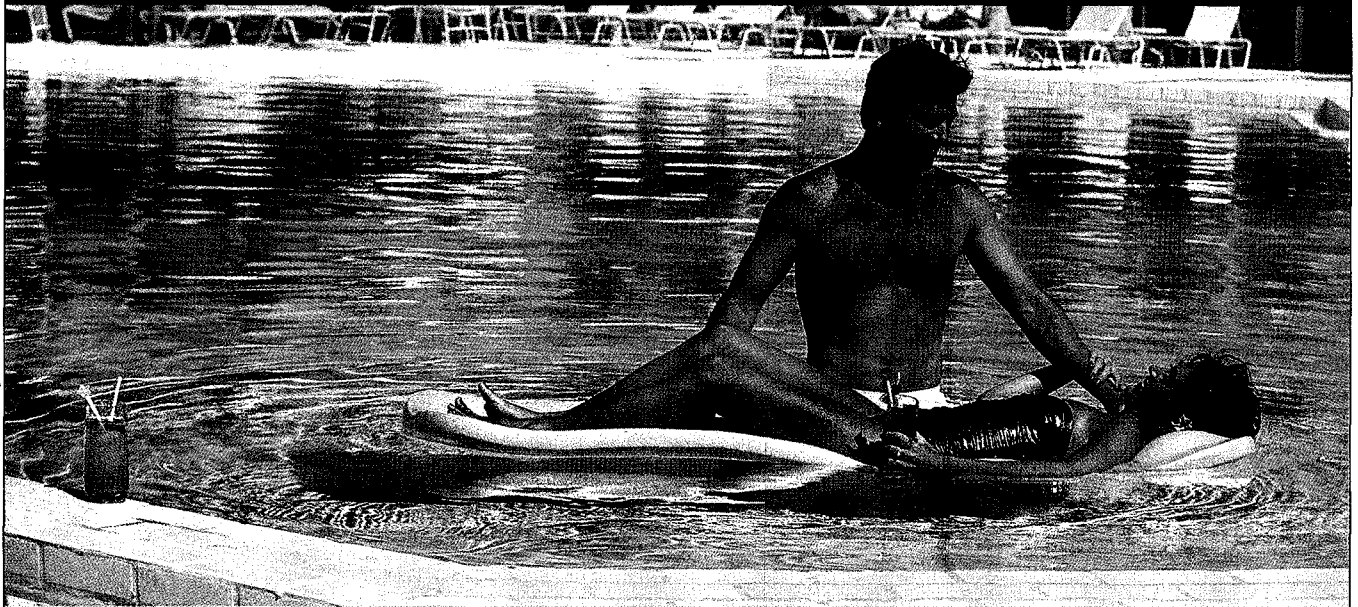


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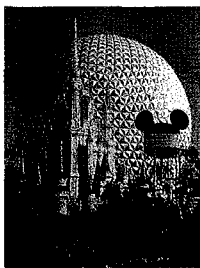
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# EMPLOYEE SERVICES MANAGEMENT

October 1996  
Volume 39, No. 9



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Employee Services and  
Recreation Association



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## Features

### 4 If You Monitor Employee E-Mail, Have A Policy

Be sure employees know their e-mail will be monitored or they will view monitoring as an invasion of their privacy.

*By Jeffrey A. Van Doren*

### 8 Addressing Work/Life Issues

Resource programs, benefit fairs, back-up child care—these are just some of the programs offered by J. P. Morgan. Take a look at the services J.P. Morgan offers its employees and read about how these services are administered.

*By Mary Ann Larkin, CESRA, and Mary Ann Girimonte*

### 19 Important Documents Vital With Elder Care

Find out now what documents you will need in case of an emergency with an elder.

*By Joy Loverde*

### 21 Tips To Make Clearing Customs A Breeze

Many travelers often have questions about going through customs. This article provides you with the answers.

*By Uniglobel Are You Traveling*

### 22 Trends of the \$196.8 Million Employee Services Market

The results of NESRA's Market Survey, performed by Research U.S.A. are in. See what NESRA members are up to.

### 28 Ad Index

## Departments

### 6 News in Brief

Outdoor Drama  
Continues . . . Hotels  
Shift Focus . . .  
Retirement Realities. . .  
Fewer Moves Because  
of Technology . . .  
Companies Have Home  
Pages . . . Flexible  
Schedules for Everyone

### 26 Buyer's Guide Update

### 27 Employee Store

Logo Wearables  
*By Cynthia M. Helson*

### 29 Health Promotion

The Surgeon General's  
Report  
*By Catherine Winters*

### 32 New Products

### 36 Hands On

Increased Accessibility:  
Helping Employees  
Cope  
*By Veda E. Ward*

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# Front Page News

by Cynthia M. Helson  
NESRA Director of Communications



▼  
**The Wall  
Street  
Journal  
discovered  
NESRA!**

**N**ESRA made the front page of the August 13, 1996 issue of *The Wall Street Journal*. The piece noted:


*"SOME COMPANY PICNICS pack up and go home.*

*Fewer companies are hosting employee outings this summer, opting instead to save money for holiday parties. J. P. Morgan & Co. has decided to forgo summertime activities, but it hosts a party for workers' children in December, where employees dress up like Pocahontas and Big Bird. Caterpillar Inc. has discontinued its summer "Power Parade" and now leaves picnics in the hands of individual offices.*

*Summer picnics are down 11 percent from 1993 levels, says the National Employee Services and Recreation Association. Only 61 percent of companies are holding picnics this year. Gates Rubber Co., Denver, had a summer barbecue on Saturday, but "I don't think anybody says, 'By God, we've got to do this,'" says picnic committee chairman Ed Larson. Kohler Co. charges employees for its picnic and says attendance has "plateaued" in recent years.*

This is just one way NESRA works to get the word out to corporate America that NESRA is the leading expert on employee services and recreation programs.

We conduct studies, such as NESRA's Readership Survey highlighted in the July issue of *Employee Services Management* and NESRA's Market Survey. The employee store components of this survey were highlighted in the September issue of *Employee Services Management* and this month's issue gives you the scoop on the latest trends in employee programs, and employee services providers' purchasing behaviors.

With this latest research, NESRA informs its members and the media. 

*If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280 or e-mail me at CHelson@aol.com.*

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October 1996

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- Participate in chat sessions on vital issues in employee services
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# If You Monitor Employee E-Mail, Have A Policy

by Jeffrey A. Van Doren

▼  
**A lawyer  
talks about  
key  
ingredients in  
an e-mail  
policy.**

**F**or employers, there are many reasons why monitoring employee electronic mail (e-mail) is a good idea. Employers can review employee messages to ensure that employees are productively working rather than using e-mail for personal matters. They can also quickly detect if confidential information is being leaked or if employees are saying things that could make the employer liable in a lawsuit.

Use of e-mail and other computerized communication technology has exploded over the past decade. Today, nearly 20 million Americans use some form of e-mail for daily business. Studies predict that there will be more than 40 million e-mail users nationwide by the year 2000.

As use of e-mail grows, so has employer monitoring of e-mail messages.

Monitoring employee e-mail, however, can mean real trouble for employers who don't have a specific policy in place, or who don't properly inform their employees about the monitoring policy.

Recent surveys indicate that although many employers routinely monitor employee e-mail, relatively few have formal monitoring policies in place. Even those who do have monitoring policies may not be communicating them effectively to their employees. In fact, a recent survey by a national computer magazine revealed that nearly 60 percent of companies that monitor e-mail or other employee communications conceal doing so.

The danger to employers who monitor e-mail without a clearly communicated policy is that a wide gap exists between what an employer considers its rights to access and what employees deem an invasion of privacy. Most employees tend to believe their e-mail, like U.S. mail, is private. Thus, employees who

discover that their employer has been monitoring their e-mail messages may believe their right of privacy has been violated.

While the Fourth Amendment protects privacy from government intrusion and does not normally apply to private employers, there is a common law right of privacy that may apply. In addition, many states have constitutional provisions guaranteeing a right of privacy to their citizens. When employees believe those rights have been violated, they have turned to the courts for relief.

There have been several recent lawsuits by employees against their employers for privacy violations for monitoring e-mail or other employee communications. While the courts have generally sided with the employer and dismissed these suits, the costs of defending such actions can be high.

Employers can significantly lower the likelihood of a legal challenge to employee monitoring by letting employees know that they have no expectation of privacy in e-mail messages sent using the company's computer equipment.

Not only does implementing a monitoring policy and making sure employees know about it, go a long way toward providing legal protection, it also maintains good employee relations. A 1993 study of 214 e-mail users indicated that there was far greater acceptance of employee message monitoring among users when they were notified about monitoring up front.

## **Preparing a Policy**

Employers need to consider several issues carefully when developing an effective employee monitoring policy:

- Understand the problems the policy addresses, such as employee confidentiality

and ensuring proper use of business resources.

- Identify the type of workforce involved (i.e., employees are represented by a union), and how that could potentially affect their acceptance of such a policy.
- Examine any work rules or collective bargaining agreements that may affect the policy. If unions represent employees, bargaining may be necessary before a policy can be implemented for those employees.
- Analyze any procedures already in place that may address the issue and their level of effectiveness.
- Understand how the policy may affect any no-solicitation policy in place that prevents employees from soliciting on the job, e.g., selling Girl Scout cookies or soliciting for union organization.
- Develop ways to notify employees of the policy, such as during hiring procedures and or through e-mail system messages. Also consider having current employees sign an

acknowledgment of receipt of any new policy.

When drafting the policy, employers need to state the procedures as explicitly as possible. Some examples:

- E-mail is company property and should be used for business purposes only.
- The company reserves the right to monitor messages and disclose them to others.
- Use of the system to send offensive or improper messages, such as racial or sexual slurs, is prohibited.
- Using the system to solicit outside business ventures, to leak confidential information to outsiders or for personal, political or religious causes is prohibited.

Clearly, it is better to assert and document the right to monitor workplace communications before the issue must be settled in the courts. Monitoring e-mail is an employer's right, but must be done thoughtfully and with proper notice to employees.

*Jeffrey A. Van Doren is director of Cohen & Grigsby, attorneys at law in Pittsburgh, PA.*



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# NEWS

## IN BRIEF

### Outdoor Drama Continues

Outdoor theater has grown over the years with 2.5 million people attending outdoor historical dramas in 1995, says *Courier*. According to the Institute of Outdoor Drama (IOD), U.S. outdoor drama has roughly a \$500 million impact on the U.S. travel and tourism industry. That figure includes hotel stays, meals, and

other activities planned around seeing the shows.

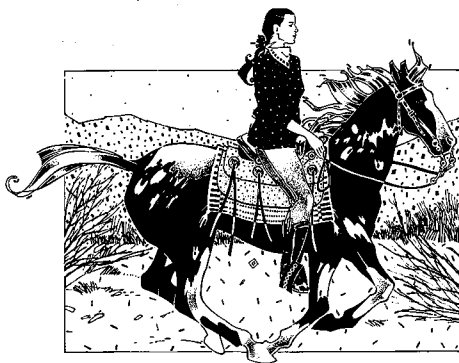
For example, *The Lost Colony* is produced at the Fort Raleigh national Historic Site, a 510-acre park that includes the restored earthworks of the original settlement fort and elegant Elizabethan gardens. The story depicts in 1587, 117 men and women and children settled on Roanoke Island, then vanished without a trace,

leaving a lingering mystery.

In the Texas panhandle in Palo Duro Canyon State Park, the Pioneer Amphitheater provides a

setting for *TEXAS*, a musical drama. Visitors are immersed in the drama while looking at the stars and a 600-foot canyon cliff as a backdrop.

The Great Passion Play in Eureka Springs, AR, recreates the last week of Jesus' life on earth with over 200 actors and live animals. This drama is seen by more than 225,000 visitors each year. There are sound and lighting effects that make the story very realistic, very believable and help the audience experience it as if they were there while it was happening.



importance of delivering additional branded products and services to guests is clear. As technology breaks down the physical barriers, the providers of such products and services will form alliances with hotel companies to gain increased share of customer spending.

According to the survey, hotel operators do expect to reconfigure rooms to accommodate the business traveler who increasingly will travel with a "mobile" office, making workspaces, modem lines and printers standard room fare. Eighty-three percent of respondents agreed that the business traveler is more likely to prefer a brand name location.

While business travelers remain an important market segment, respondents believe leisure travel will be the leading growth area in the future.

### ▼ Hotels Shift Focus

The hotel of the future will increase profits by focusing on new services and products sold to guests rather than traditional room sales, according to

findings of Hospitality 2000, a survey by Arthur Andersen and New York University's Center for Hospitality, Tourism and Travel Administration.

Ninety percent of respondents, representing hospitality executives from five continents, view

technology as a vehicle to deliver an array of new products and services. Furthermore 88 percent agree that technology will enable them to improve the delivery of services and amenities.

In a customer-oriented environment, the

### ▼ Retirement Realities

The reality of retirement differs as a person gets closer to retirement age, reports *HRMagazine*. According to a survey by Aetna Retirement Services, 69 percent of adults in the 25-44 age bracket expect to retire and use their time for travel, hobbies and other

leisurely pursuits. But the closer most Americans get to 65, the more they realize they might not have prepared adequately to fund their dreams. In the 45-54 age bracket, the percentage of people who expect to retire in the traditional sense declines to 63 percent. In the 55 and older age group, it drops sharply to 49 percent of all respondents.

Among those surveyed, the single most important source of retirement income was the employer-sponsored retirement plan (36 percent). Company retirement plans were named nearly 3-to-1 over Social Security (13 percent).

### ▼ Fewer Moves Because of Technology

The major reason why people do not telecommute outside their metropolitan area is because of management attitudes and work structures, says *Mobility*. The terms "telecommuters" and "teleworkers" describe a wide range of employees. The two terms cover workers who split their workweek between their office and their home, as well as those who work entirely out of their home, either for themselves or for outside employers.

If both the home and the office are in the same city or area, telecommuting simply eliminates the need for the employee to commute between the two. When the home lies in a different city or state, teleworking can eliminate

the need for the company to relocate the employee. The job may move but the employee stays where s/he is.

Market research indicates there are between six and nine million corporate telecommuters today. Technology is allowing for telecommuting to be happening when the employee is no longer in the same state as the company. With a personal computer and a modem hooked up to the company's network a person is as functional 50 miles away or 1,000 miles away as in the main office.

### ▼ Companies Have Home Pages


Mirroring the public's growing interest in the Internet, more than two in five (43 percent) North American companies have established home pages on the World Wide Web, according to a survey of senior executives by Olsten Corporation, a staffing services company.

Of the 43 percent of companies with Web sites, 95 percent use their home pages to communicate general marketing information while 33 percent use their Web sites for 'Intranet' functions such as e-mail and workgroup applications, 24 percent conduct business transactions through their home pages and 17 percent use Web sites to recruit personnel. Three-fourths of the companies with Web sites use internal staff to update and manage their home pages and 35 percent engage outside consultants.

Among those firms surveyed with home pages,

utilities and transportation companies are the most prevalent sector on-line with 72 percent maintaining Web sites, followed by 70 percent of high-tech firms, 57 percent of service companies and 48 percent of banking and financial firms.

Of the surveyed respondents using their Web sites for 'Intranet' functions, banking and finance companies led the way with 44 percent utilizing their home pages for e-mail and workgroup applications, followed by 33 percent of service firms, 33 percent of utilities and

transportation companies and 29 percent of high-tech firms. Electronic commerce via Web sites is being conducted by 40 percent of the retail and wholesale businesses with home pages, 39 percent of service firms, 33 percent of insurance companies and 26 percent of manufacturing firms. Employee recruitment is being undertaken by 33 percent of the health care organizations with Web sites, 33 percent of insurance companies, 29 percent of high-tech firms and 24 percent of public or non-profit organizations. 

## Flexible Schedules For Everyone

Flexible hours and a flexible workplace are no longer just for young mothers, reports *Personnel Journal*. All types of workers want these options and it makes good business sense for companies to oblige.



From the employer's side, flexibility aids in retaining and recruiting valuable employees. It responds to demographic changes in the workforce, reduces turnover, services people in different time zones, meets cyclical or seasonal business demands, provides continuity on projects and in client service, allows operation of a round-the-clock business, and helps maintain morale and performance after reengineering or downsizing.

The role of the manager in flexible scheduling includes addressing business needs, assessing department needs, staffing creatively, considering each proposal on its own merits, seeking counsel from colleagues, especially those experienced with flexible work options, asking for assistance or guidance from human resources, being a coach, communicating the new arrangement to other staff in the department and monitoring the arrangement.



# Addressing Work/Life Issues

by Mary Ann Larkin, CESRA, and Mary Ann Girimonte

**T**he workforce has changed greatly during the past decade. The typical employee no longer has support at home to take responsibility for everything from caring for children and/or elders to managing the household. Some recent demographic statistics that underscore this change are:

- 46 percent of the workforce is female <sup>1</sup>
- 47 percent of the workforce is comprised of dual income families <sup>2</sup>
- 44 percent of the workforce has children under 18 <sup>3</sup>
- 13 percent of the workforce has responsibility for elders <sup>4</sup>
- 11 percent of the workforce is comprised of single parents <sup>5</sup>

In addition, today's workforce has different values:

- approximately two-thirds would trade money for family time <sup>6</sup>
- more than half would turn down a promotion if the cost involved less family time <sup>7</sup>
- quality of work life and balance is most influential in performance and loyalty <sup>8</sup>
- flexibility is a top need for working families <sup>9</sup>

While the workforce was changing, the workplace also changed, reacting to an increasingly competitive business environment. This is especially true in the financial services industry. In order for firms to remain lean and competitive, it is necessary for employees to work harder, which means both working longer hours and accepting increased responsibilities. As a result, employers today can no longer ignore employees' needs for work/life programs.

## Advantages to Employees

J.P. Morgan, New York, NY, is committed to providing support and flexibility to employees in managing their work and personal life responsibilities. Our approach is to offer services, policies, programs and benefits that help employees meet both personal- and family-related responsibilities. Employees benefit in several ways, including saving time, saving money, keeping fit, reducing stress, and increasing flexibility.

For example, employees don't have the hassle of finding alternative daycare when their usual caregiver cannot provide service because they can use our backup child-care centers. They can save time by purchasing movie and theater tickets in advance at our Employee Activities office. Morgan recently introduced the LifeWorks program, offered through an



*Planning activities for Take Our Daughters to Work Day is one way to help employees balance work and family.*

outside contractor, to all employees in the U.S. and Canada. Employees can get advice, information, and referrals with personal- and family-related issues by contacting the contractor. Morgan's fitness programs help employees relieve stress and improve their health. Flexible work arrangements give employees greater flexibility in structuring their work schedules.

### **Advantage to Employers**

By helping employees, companies also help themselves. The business rationale for providing support to employees is a simple one: When workers become distracted by personal problems, work quality and productivity can decline. By making it easier for employees to manage the demands of their personal lives, companies make it easier for employees to stay focused on their jobs, and that enhances job performance and productivity.

In addition to improved performance and increased productivity, Morgan hopes to build company loyalty. The value of a good working relationship between an employee and his/her employer is hard to overestimate. So when steps can be taken to preserve and extend that relationship, the benefits can far exceed the costs. And the advantages extend beyond the

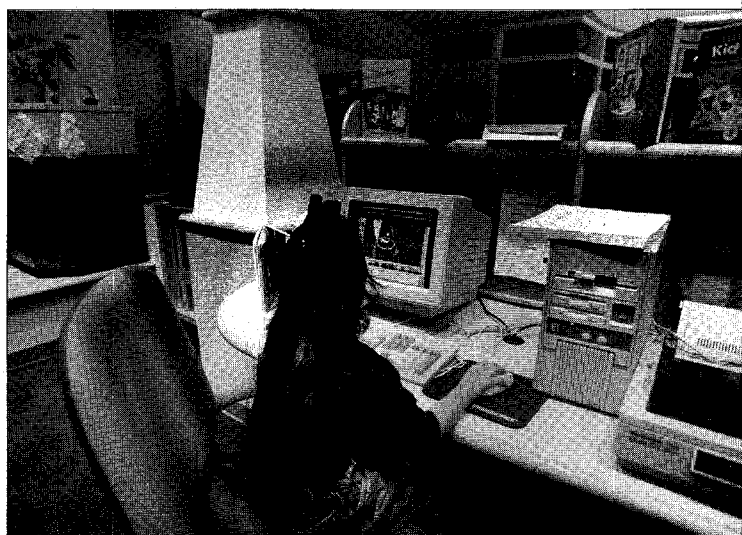
individual. The collective benefit is an environment that makes it easier for Morgan to attract and retain the best and brightest employees.

In particular, offering work/life programs places Morgan in the company of key competitors who offer similar programs. This is essential if Morgan is to recruit new talent and retain employees at all levels whose knowledge and experience are valuable to the firm.

A recent study performed by the University of Chicago of Fel Pro, Inc., "Added Benefits: The Link Between Family Responsive Policies and Job Performance," documents the following positive benefits to employers who provide work/life support:

- more participation in quality programs
- increased performance
- lower health care costs
- retention of top performers
- high commitment to organization goals

A study of customer satisfaction surveys based on aggregate 1995 year-end results among Morgan employee users of the LifeWorks resource program offered through Work/Family Directions, the agency contracted by J.P. Morgan reveals:



*The backup child-care center gives employees the security of having child care when their regular caregiver cannot provide services.*

- 82 percent found the program helped them anticipate future needs and avoid problems
- 78 percent say the program influences their decision to stay with their employer
- 67 percent say the program reduced their level of stress
- 61 percent say that having access to the program strengthened their commitment to their employers
- 41 percent say their quality of work or productivity increased as a result

Work/Family Directions analysis shows that LifeWorks corporate clients realize a substantial return on their investments in work-life supports. This cost benefit analysis includes both quantitative factors and qualitative factors.

Some of these quantitative factors are:

- employee time saved
- additional output due to increased focus and motivation
- employee retention
- health care cost prevention
- reduced absenteeism

Some of the qualitative factors are:

- improved morale and loyalty
- enhanced quality efforts
- positive public and community relations
- enhanced recruitment

Many companies are investing in policies and programs to assist employees because the employers are requiring employees to spend more time at the work site. These initiatives help employees spend their limited personal time more enjoyably.

### **Fad or Future?**

Firms that think this is a fad will not be competitive in attracting, recruiting and retaining the best candidates for jobs. The American family as we once knew it is no longer the norm. Employee populations have become diverse in terms of family structure and it is in our best interest to try and meet the needs our employees have. It is to our advantage to offer work/life programs to support a productive workforce. The fact that Morgan continues to add new initiatives to our comprehensive work-life agenda clearly emphasizes our commitment in this area.

### **Internal Structure**

At Morgan, the responsibility for work/life programs and policies has always resided in the Employee Relations department, even before the term "work/life" was coined to describe such programs. Work/life initiatives have evolved through the years, starting with corporate leave of absence policies and local resource and referral programs and grown into a wide array of programs, policies and services aimed at assisting employees to manage their work and personal lives. The responsibility for carrying out our work/life programs has always been combined with other functions in the unit, so a professional is not dedicated full time to managing the program.

Employee Activities is part of the Employee Relations department. Employee Activities, with a full-time staff of three people, focuses on programs and services such as merchandise discounts (jewelry, flowers, books), film processing, family entertainment and attractions, travel services, mortgage service programs, and fitness center subsidies, to name a few. (See Chart A for a complete listing of services provided through Employee Activities.)

Although the organizational structures remain the same today, what has changed is that we have made a greater effort to package the various policies, programs, benefits, and services together and market them under the work/life umbrella in communications such as

our Work and Family Handbook, and at events such as our Annual Benefits Fair.

Most of the corporate policies and benefits that fall under the work/life umbrella are made available to employees at all of our U.S. locations. However, some individual programs and services are implemented on a location-by-location basis based on the needs of the employees. In these situations, the role of the Employee Relations department in New York is to serve as a consultant to other locations in the United States as they evaluate the feasibility of implementing specific programs and policies such as local backup child-care consortiums.

The Employee Relations team in Delaware has been very proactive in this area. The Delaware office has a full-service work/life agenda that includes a variety of programs that can be implemented in an environment smaller than New York where employees live in close proximity to the office and virtually all the employees travel to work by car. Some examples of specific Delaware initiatives include local sick child care drop-off sites and flexibility options such as a swap overtime for time policy.

### **Is it necessary to develop a new position or department for the work/family program?**

We did not create a separate unit and do not have a staff member dedicated full time to work/life responsibilities, a member of the Employee Relations team is responsible for managing this function along with other Employee Relations areas. The work/life function is incorporated as part of both the structure and strategy of the Employee Relations department; however, from an employee perspective, it is not important what department is responsible for the function, as long as the information is coordinated, packaged and communicated in a cohesive manner. Employees do not focus on where the policies or programs come from, but rather that they are available.

The Employee Activities unit provides support for the work/life function by placing materials about various work/life programs and services in the brochure racks in the Employee Activities office and by publicizing work/life seminars and dependent care programs in a weekly announcement bulletin. In addition, the Employee Activities unit serves as a drop-off point for the registration packages for our

downtown backup child-care center. Once a month, Employee Activities delivers to employees registered at the backup center the center's calendar of events for the upcoming month and a newsletter.

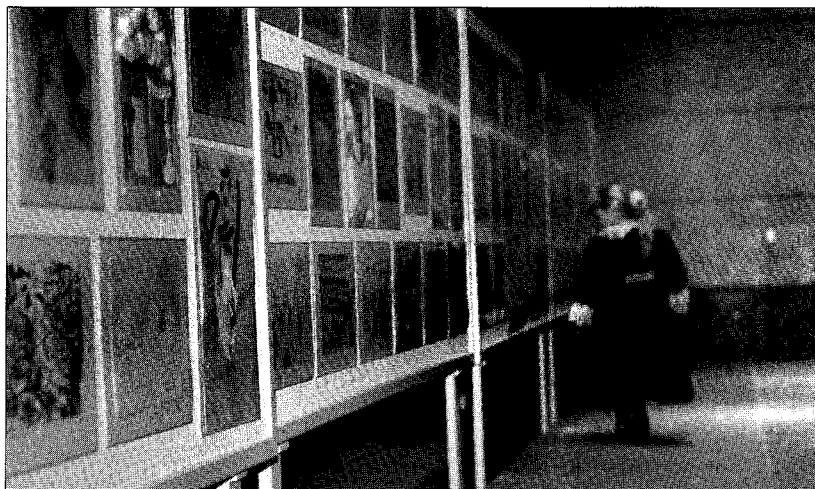
### **Can companies address these issues under the employee services umbrella?**

In some corporations, the work/life function is managed under the Employee Activities/Services umbrella, and it works quite well. Each firm needs to determine what makes the most sense and is most appropriate. Some examples of areas that house this function besides Employee Relations include Benefits, Employee Activities/Services, Community Relations, Public Affairs, and departments dedicated to diversity initiatives.

### **A Sample of Work /Life Programs and Services at Morgan**

(See chart A for complete list)

■ **BackUp Child Care**—Currently, we have approximately 490 children of Morgan employees registered to use the two backup centers that are available through consortiums in which we participate. A consortium is a group of companies that form a joint venture to provide quality day-care centers. Our centers are run by Children First



*Children at J.P. Morgan's Children's Holiday Party enjoy the art exhibit displaying holiday artwork from children of employees around the world.*

Inc. of Boston, MA, the national leader in the development and operation of innovative backup child-care centers. We currently participate in a center in downtown Manhattan for employees who work in the Wall Street area and a center in midtown Manhattan for employees who work there. The backup centers allow us to help a great number of working parents on an occasional basis when they really need the assistance. The consortium arrangement provides the companies with an element of flexibility. Although each company has a defined number of slots, its unused slots on a given day can be used to accommodate parents of another company who need the service on that particular day. During peak periods the centers have been able to serve as many as 12 Morgan employees' children per day. Morgan offers this service free of charge.

■ **Flexible Work Arrangements**—The firm currently has 200 U.S. employees who work on some type of flexible schedule including job sharing, compressed workweek, telecommuting, and reduced part-time schedule. These employees work in every department as well as at all levels of the firm.

■ **LifeWorks**—This resource program, which was recently introduced, has been well received by employees. In the first two months, LifeWorks responded to over 300 calls from employees on a range of issues, from adopting a child to college selection for a high school junior to writing a living will.

■ **NYC Blood Program**—As a community service, Morgan holds four major blood drives on-site each year. In 1995, 2,458 pints were collected at our offices in New York. We also hold special bone marrow testing, which is used to match potential donors to patients with leukemia who are in need of bone marrow transplants. The on-site blood drives make it convenient for employees to donate, and the firm helps the community by making sure there is enough blood in supply to avoid a crisis.

■ **Annual Children's Holiday Party**—Each year on the first Saturday in December, Morgan holds a holiday party in New York for employees and their children. In 1995, over 1,900 adults and 2,000 children attended this event. The day includes a show, a gift from Santa or Frosty, lunch in the cafeteria, and a visit to Mom's or Dad's work area. The event gives children an opportunity to see where their parents spend a good deal of time.

This event creates a lot of goodwill among employees and gives the firm good press internally. Employees talk about what a great time they had for weeks after this event.

## **Employee Activities Programs**

(see Chart A for complete list)

Employees spend a lot of time at work, so we offer conveniences and discounts to make their lives easier.

■ **Film and Video Service**—In 1995, nearly 11,000 packages of film were processed through the Employee Photo Service in New York. Employees drop off their film in the morning, and their developed photos are returned the next day. Employees save time (because the service is on site) and money (since the developing is a lot less expensive than local retail stores). The on-site video rental machine offers the convenience of overnight video rental and return. Unlike most video stores, the machine operates 24 hours a day and is convenient to all employees regardless of the shift they work.

■ **Ticket Sales**—Each week we offer a wide range of tickets to suit every employees' interests. Tickets are offered to sporting events, the theater and a variety of family entertainment events. In 1995, over 21,000 tickets were sold through Employee Activities, with a savings in excess of \$112,400.

■ **Employee Mortgage Program**—We have made arrangements with five financial institutions that not only provide a service to employees but also save them money on origination fees and closing costs when they purchase or refinance homes.

■ **On-Site Sales**—We continually hold on-site sales of candy, watches, CDs, jewelry, books and items with the Morgan logo. Employees enjoy both the convenience of these sales as well as the substantial discounts they receive on items they purchase.

■ **Cardio-Fitness program**—Over 1,100 employees participate in this program. Employees pay 60 percent of the fee through payroll deductions, and the firm picks up the rest. The J.P. Morgan/Cardio Fitness partnership serves the company's productivity goals as well as its healthcare objectives. Many employees arrive between 7 and 7:30 a.m. and don't head home until 7:30 or 8 p.m. This program is as essential to the quality of their performance as it is to the maintenance of their physical and psychological health. We provide

# J.P. MORGAN

## Policies, Programs, Benefits and Services

### Work/Life

#### Flexible Work Arrangements

Part time—reduced work schedule,  
job sharing  
Full time—flextime, flexdays,  
compressed work week  
Telecommuting  
Make-up time off

#### Leave Programs

Family Leave  
Personal Leave  
Pregnancy Disability Leave  
Paid Illness at Home Leave  
Paid Personal and Floating Days

#### Family Support

Backup Child Care Centers  
Child care reimbursement for business  
travel

#### Life/Works Resource Program

Topics include parenting, education,  
helping older relatives, caring for  
yourself  
Practical advice from experts  
Booklets and tip sheets  
Referrals to local and national  
resources

### Employee Activities

#### Money/Time Savers

Discount Movie Theater Tickets  
On-site Merchandise Sales  
Mortgage Service Programs  
Defensive Driving Program  
Weight Watchers  
Group Buying Program  
Family Entertainment and Attractions  
Sports Events  
Video Rentals  
Film Processing  
Book Fairs  
Employee Printing Service  
Flower Delivery Service

#### Fitness

Fitness Center Subsidy  
Off-site Fitness Center Discounts

#### Recreational

Company Sponsored Athletic Leagues  
Subsidized Athletic Program

#### Travel

Car Rental Discounts  
Special Travel Packages  
(Hotel/Resort/Campgrounds/Cruises)

### Other Related Areas

#### Education

Tuition Reimbursement  
Scholarship Program for Employees'  
Children  
Learning Resource Center

#### Health & Wellness

Employee Assistance Program  
Full Service Medical Department  
Health Screenings  
Wellness Seminars  
Smoking Cessation Programs  
CPR Training  
Preventive Care Screenings  
Immunizations

#### Banking Services

Direct Deposit  
Savings Bond Program  
Personal Banking Services  
Commission Free Travelers Checks  
and Foreign Currency  
Transit Token Sales

#### Community Service / Programs

United Way Drive  
Earth Share Drive  
Volunteer Involvement Fund

Matching Gift Program  
New York City Blood Program  
Volunteer Center  
Holiday Museum Fair

#### Benefits

Medical/Dental Benefits Coverage  
401K/Profit Sharing  
Supplemental Insurance Options  
(Group Life, Supplemental Life,  
Personal Accident, Long Term Care)  
Pension Program  
Dependent Care Reimbursement  
Account  
Health Care Reimbursement Account  
Adoption Financial Assistance  
(\$5,000)  
Financial Planning Seminars  
Pre-Retirement Counseling  
Annual Benefits Fair

#### Annual Family Events

Children's Holiday Party  
Children's Holiday Art Contest  
Take Our Daughters to Work Day

#### Other

Company Sponsored Meal Privileges  
Support Groups

*All items are not available at all Morgan locations.*

discounts to other fitness facilities for employees who do not wish to take part in this program.

### Communicate, Communicate, Communicate

One of the most important things we have learned is that you cannot communicate enough! Employees pay attention to the programs and services that they need only at the exact point that they need them. It is therefore critical that policies and programs are communicated often and in a variety of ways. Packaging and promoting are two critical aspects that need to be given a lot of attention.

Morgan's Work and Family Handbook is a good example of packaging; all the policies,

benefits, and services that we offer under the work/life umbrella are described in this book. The Backup Child Care brochure promotes the two backup centers available to employees and their children. The Morgan Club brochure (a NESRA award winner) describes the services and activities available through Employee Activities. This was distributed to employees at the time of publication and is now included in the orientation packages for new hires.

Each week in both New York and Delaware, Morgan distributes to all employees a four-page internal newsletter that advertises services, programs, and activities. Employee Activities has a full page to promote upcoming events and remind





**One promotional event that has been particularly successful at Morgan is the annual benefits fair.**

employees of services that are always available. In addition, the monthly Benefits Spotlight sheet highlights a particular program or service on a specific theme. In the past year, we have distributed a spotlight on the backup care centers and Employee Activities.

One promotional event that has been particularly successful at Morgan is the annual benefits fair. The fair has given employees an opportunity to learn about the full spectrum of programs that are available and has provided us with a great forum to communicate face-to-face with employees about the programs we offer.

In addition, automated communications mechanisms are also very useful for communicating information in an efficient manner to employees. In 1995, Morgan introduced Morgan Now, a video "slideshow" that appears on TV monitors at several key locations in our Wall Street offices. Each Employee Activities slide in the show displays information about a service offered or an upcoming event at the firm. Last year, we also automated our blood drive registration process, which has saved an enormous amount of time for the Employee Activities staff. Employees are able to register by e-mail for the date and time they would like to donate blood. We have used similar automated systems for registration for the annual Children's Holiday Party and Take Your Daughters to Work Day.

**Challenges and the Future**

A major challenge many firms face is selling work/life programs to senior management. At Morgan, senior management recognizes the value of dedicating financial resources to work/life programs so this has not been a significant issue.

One challenge we do face is developing programs that meet the diverse needs of our employees. We have been very careful not to

focus only on the needs of employees with children and elder relatives to care for. For example, when we were looking to expand the scope of the resource and referral programs we offer to employees, we investigated those programs that had a component applicable to employees who do not have children.


The LifeWorks resource program has a caring for yourself component that focuses on the personal needs employees face, in addition to the family-related components that cover parenting, education and helping older relatives.

We also communicate about the value of family-related services to all employees. For example, while our backup child-care centers directly benefit employees with children, we believe that they indirectly help all employees. By helping a working parent get to work when he /she might not otherwise be able, we are also helping that employee's co-workers. Everyone benefits by having a less stressful, more productive day.

The financial services industry is an extremely competitive and demanding industry. Since we operate in such a stressful environment, we believe it is essential to offer programs to assist employees with their personal life responsibilities. Although we are trying to address the balance issue, when we communicate about these programs, we are very cautious not to make unrealistic promises that these programs will lead to balance in their lives.

We continually explore new initiatives that would be appropriate for our firm. We are aware of what is going on in other firms through our membership in professional associations, including the National Employee Services and Recreation Association (NESRA) and the Work/Life Strategies Council of the Conference Board. Other sources of information are networking with peers at other firms, conferences such as the various NESRA conferences and the annual Work & Family Conference jointly sponsored by the Conference Board and Families and Work Institute. Finally, the account managers for our external vendors are excellent sources of information about what is new and what works.

Morgan has proven its commitment to work/life programs and services through the years. Recently, some firms have cut these programs; however, Morgan recognizes the value of providing this type of support to employees.

Over the past few years, we have announced many initiatives and continue to seek ways to make life a little easier for our employees. 

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- 9 - Rodgers & Associates. Data collected from 17 corporate-wide studies representing companies with more than 400,000 employees; representative of 10 years of work/life experience.



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durable power of attorney?**

*by Joy Loverde*

**T**he need for family members to obtain their parents' legal documents, property titles, medical history, financial records and more is certain and an elder-care emergency makes it the worst of conditions to search for such information—especially when parents cannot advise the family of answers. Now is the time to motivate

employees to get started on this critical elder-care task. Encourage them to prepare early.

Following is a partial checklist compiled from *The Documents Locator* in Joy Loverde's *The Complete Elder Care Planner*. The content is extensive. Complete a small portion at a time. Update it every six months. Elder-care information and copies of original documents should be safely stored and accessible day and



night. Create a file folder on every aging person. Store the folder at home, at work or in your briefcase. Provide copies of the completed list to other members of the family.

Remember, taking the time now to locate documents will make all the difference in employees' peace of mind about the future and keep them focused and productive on the job.

## Partial Checklist from The Documents Locator in The Complete Elder Care Planner

### Bank accounts

account numbers  
name on account  
bank  
telephone number

### Letter of instruction

written by  
copy of document  
lawyer's telephone number

### Automobile insurance

policy holder  
car make/year  
license number  
policy number  
insurance company  
insurance Co. telephone  
number

### Stock certificates/bonds

certificate numbers  
name on account  
broker  
broker's telephone number  
location of documents

### Social security number

### Income tax returns

name of taxpayer  
tax identification number  
tax advisor  
advisor's telephone number  
location of past tax returns

### Medical history

location of documents

### Safe deposit box

box holder  
who has access to box  
contact's telephone number  
bank

### Driver's license number

name of license  
state license issued

### Birth record

name at birth  
birth date  
place of birth  
location of birth certificate

### Company pension

employee number  
company name  
telephone number  
dates of employment

### Supplemental health insurance

name of insured  
claim number  
company  
Insurance Co. telephone  
number

### Religious affiliation

church/temple  
clergy person  
Church/temple's telephone  
number

### Will

copy of document  
lawyer's telephone number

### Life insurance

name on policy  
policy number  
company  
insurance Co. telephone  
number  
location of document

### Living will

copy of document  
telephone number

### Durable power of attorney

decide to whom power is  
given  
copy of document  
lawyer's telephone number

### Homeowner's insurance

policy holder  
policy number  
insurance company  
insurance Co. telephone  
number  
location of documents

### Durable power of attorney for healthcare

healthcare agents  
copy of document  
agent's telephone number

**P**lanning ahead is vital in helping employees and their aging parents to avoid a crisis. Copies of *The Complete Elder Care Planner* are available through NESRA Headquarters. To order, call (630) 368-1280, <http://www.nesra.org>. Many NESRA members have bought quantities of the Planner and distributed them to employees. Joy Loverde is available for employee elder care through Silvercare Productions.



# Tips To Make Clearing Customs A Breeze

**W**hat is the simplest way to avoid problems? Declare the value of all items purchased

on your trip. Save receipts and store them in an easily accessible place so you can produce them on request. The agent will otherwise estimate values.

What if you are challenged on an item you did not buy abroad? It is possible that you may be questioned on items you really did bring from home. Expensive furs, camera equipment, electronics and jewelry may attract an agent's attention. If you regularly travel with similar high-ticket items, it's a good idea to routinely carry copies of your original receipts.

## **What is the red light/green light system?**

Many western countries employ a two-tier system for clearing customs. Those with nothing to declare can "go" through with a green light (sometimes it's a sign or a door). Those with declarable items must "stop" at the red light. It's a sort of honor system. U.S. customs does not employ this approach, so everyone must pass a customs agent and be subject to inspection.

## **Must you unpack everything?**

Travelers sometimes complain of having to unpack and repack their

luggage at customs. To minimize chances of this, pack all declarable items separately. If an agent asks you to open your luggage for inspection, do so without delay.

## **What should be declared?**

Declare any article you acquired while abroad and are carrying with you upon reentry to the U.S. Items shipped ahead are assessed separately, as they enter the country. If you are in doubt about an item, declare it and ask the agent if it should be included. Penalties are severe for failure to declare or for underevaluating an item.

## **What are the penalties for failure to declare a purchase?**

If you fail to declare an item, it can actually be seized by customs. You can also be assessed a fine equal to the value of that article. You may also be subject to criminal prosecution.

## **What is exempt?**

In general, the overseas traveler is allowed a \$400 exempt allowance: Duty on articles above this amount is equal to 10 percent of the retail value where purchased. When traveling from American Samoa, Guam or the U.S. Virgin Islands, the exemption limit rises to \$800 and the duty falls to 5 percent. There are certain limitations on liquors, cigarettes and cigars. The items you purchase must be for your

own personal or household use. You must have been abroad for at least 48 hours and can use the exemption only once in a 30-day period.

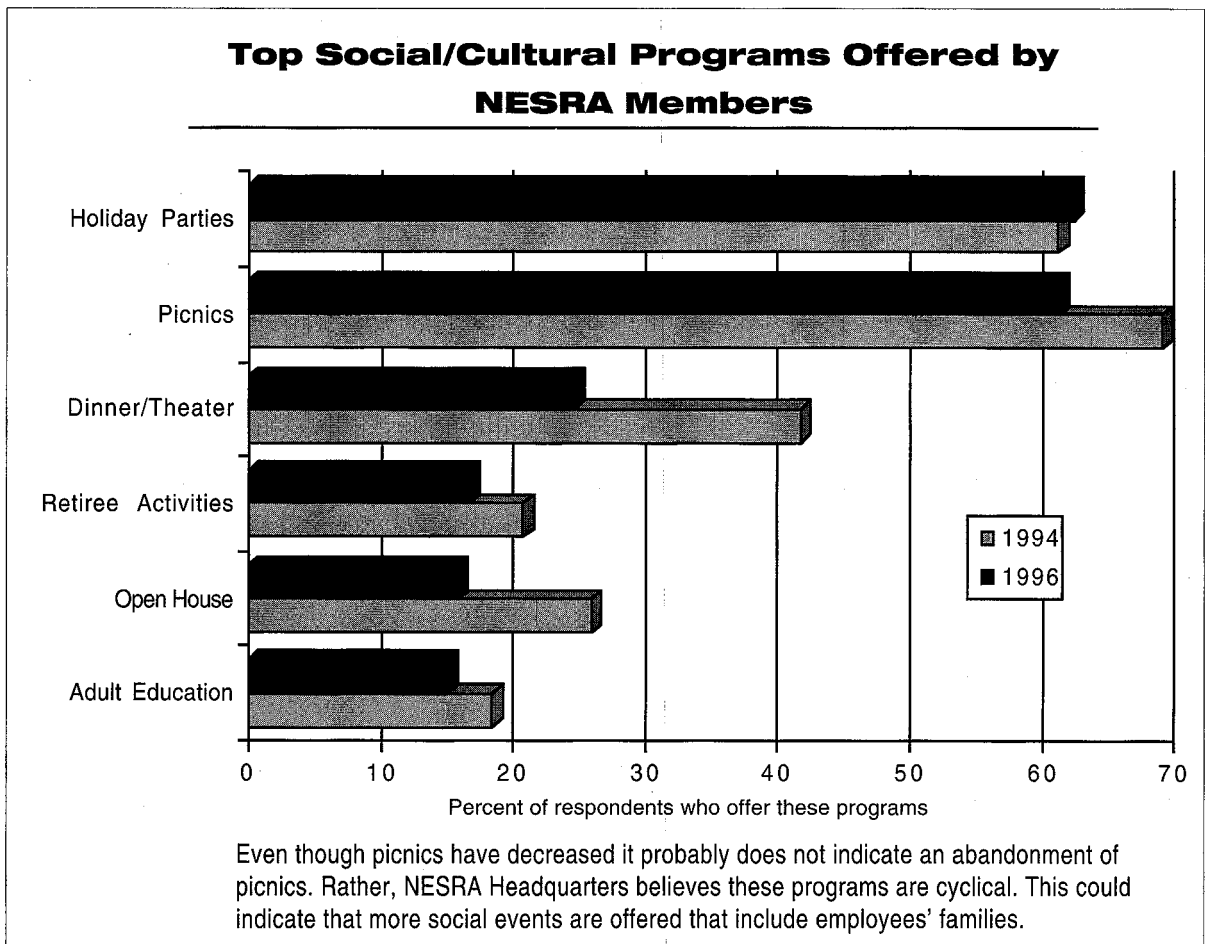
## **Are there any exemptions to these rules?**

Yes; duties vary not only according to country of origin but by type of article, so these are only general guidelines. For example, rates are sometimes as high as 90 percent of retail cost for merchandise brought from such communist countries as Albania, Bulgaria, Cuba, Czechoslovakia, Estonia, East Germany, Indochina (Cambodia, Laos or Vietnam), North Korea, The Kurile Islands, Latvia, Lithuania, Outer Mongolia, Poland, Tibet and the Soviet Union. If in doubt about bringing purchases from any of these or other communist countries, contact the U.S. Customs Service in advance of your trip.



*Source: Uniglobe/Are You Traveling, Willowbrook, IL (630) 325-5330*

# Trends of the \$196 Service



## Demographics

The average number of employees at NESRA member organizations have gone up from 2,200 employees in 1994 to 2,400 in 1996.

Nearly 50 percent of respondent's companies have an Employee Recreation Association. Over 57 percent are managed by a paid staff person.

Members responding to the survey hold a variety of titles. Many are human resources representatives/specialists, human resource managers or employee services directors.

Most often, respondents report to their human resources director (23.9 percent), a vice-president (13.5 percent) or the president/CEO (12.8 percent)

Just over 78 percent of respondents were female, averaging about 42 years old with almost 9 years of experience in the employee services and recreation field.

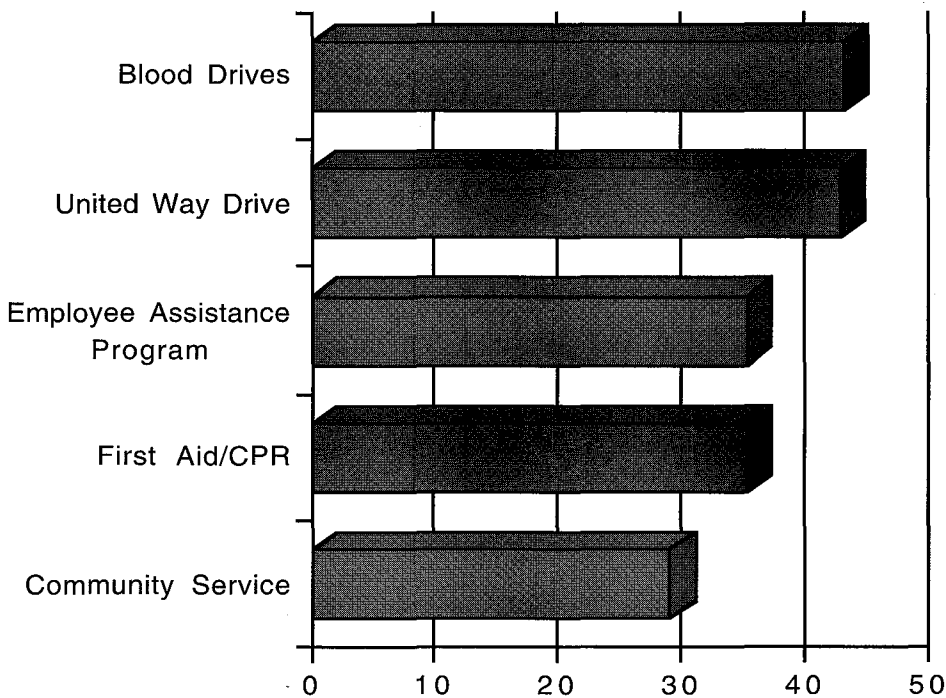
**T**he National Employee Services and Recreation Association (NESRA) commissioned Research U.S.A., Inc. to conduct a market survey of their members in order to find out more about them and their employee services and recreation operations.

All questionnaires were received and tabulated by Research USA, Inc. an independent research firm. The results are projectable within a range of  $\pm 5$  percent (with a 95 percent confidence).

This is a summary of results. To receive the full report, call NESRA Headquarters (630) 368-1280.

# 8 Million Employee Market

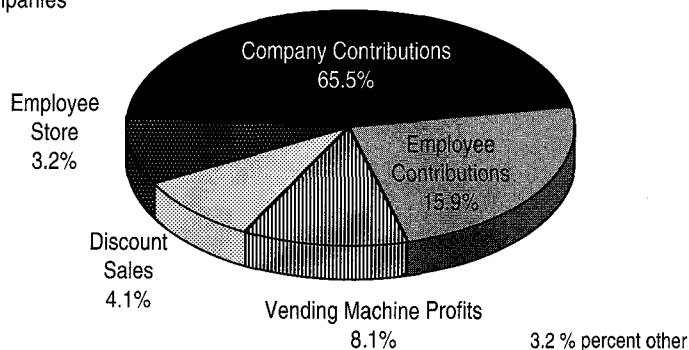
## 1996 Leading Services Programs Managed



## Revenue Sources

For the first time, NESRA asked about members' budgets and the sources of their revenue. The average total operating budget for employee services and recreation at member companies is \$190,300.

On average, the percentage of companies' revenue for employee services and recreation from various sources are as follows:



In 1995, those who managed blood drives collected **366,300 pints of blood** collectively.

Members managing **United Way** drives collected an average of **\$85,700 in 1995.**

## Buying Habits

It's no secret that today's \$196.8 million employee services market represents a lucrative sales niche.

NESRA's latest research shows members spent the following amounts to provide their companies' employees with "cream-of-the-crop" employee programs and services.

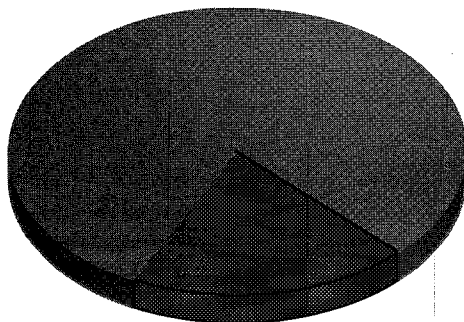
<b>Product/Services</b>	<b>Dollars Spent</b>
Company service awards	\$46.8 million
Recreation leagues/ fitness equipment	36.2
Social programs	9.4
Employee store merchandise	50.5
Service award programs	10.5
Employee travel	22.5
Discount buying programs	8.2
Cultural programs	3.2
Childcare programs	9.5

Most respondents (75.9 percent) believe that their overall expenditure in 1996, compared to 1995, for the items just listed will remain about the same, 15.8 percent expect an increase and 8.3 percent a decrease.

## Discount Programs

**Respondents estimate that their discount programs saved employees an average of \$13,600 in 1995.**

80% of Members offer Discount Programs



Four-fifths of members' companies (80 percent) have a discount program for employees that is separate from an employee store.

**The leading product categories offered by these discount programs are jewelry, giftware and sportswear.**

The number one service is discount tickets, offered by 85 percent.

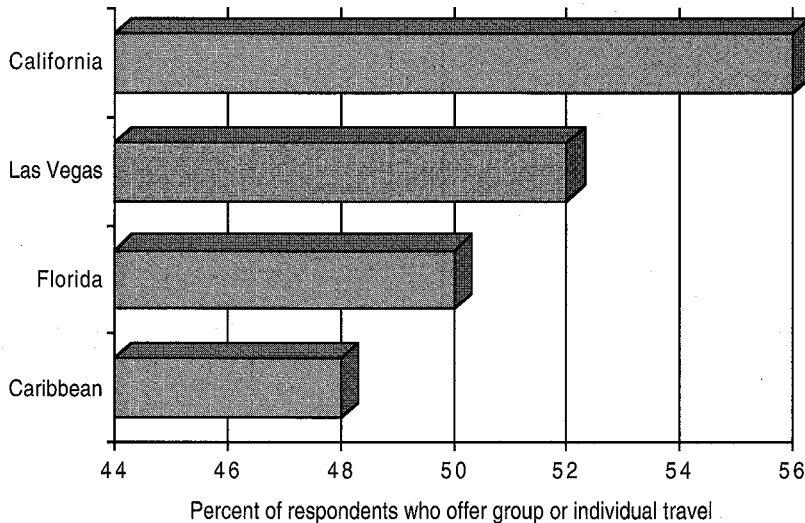
Other leading services are florist service, auto maintenance and photofinishing.

87 percent of organizational members secure discounts with National Association members.

# Travel

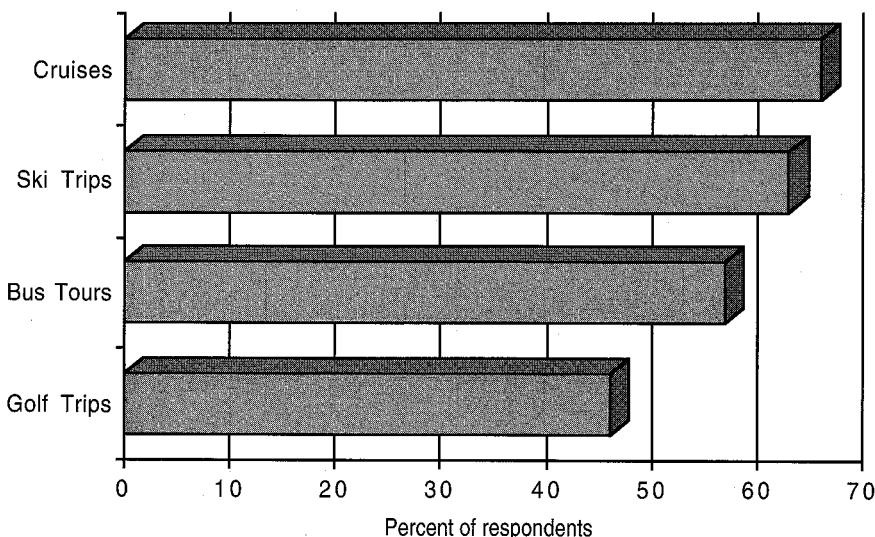
Through employee and group vacation travel, 33 percent of NESRA companies offer both group and individual travel programs. The most popular destinations are:

## Leading Destinations



Other popular destinations include Mexico (40 percent), Colorado (36 percent), Hawaii (36 percent), Europe (26 percent), Canada (22 percent), Atlantic City (20 percent).

## Preferred Style of Travel




**Sports items  
are purchased  
by 75 percent  
of member  
companies.**

### Top products:

- Softballs
- Basketballs
- Volleyballs
- Golf balls

**Within the next  
two years, 18  
percent plan to  
purchase  
fitness  
equipment.**

The Employee Services Market continues to grow, building programs and offering services. Travel, fitness, recreation and discount programs continue to be areas NESRA members are actively purchasing items as well as employee stores (employee store data was addressed in the Employee Store department of the September issue of *ESM*.) NESRA will continue to gather data on the trends and buying habits of its members. 



# Buyer's guide update

**Here's a listing of new National Associate Members. Use the Buyer's Guide Update as an appendix to your 1996 Buyer's Guide and Services Directory**

**(Published in your Membership & Peer Network Directory and the November/December issue of this magazine).**

**New sources for  
cruises,  
cameras, theater  
tickets and  
African tours.  
Plus a new  
entertainment  
park!**

▼  
**Dolphin Cruise  
Line/Majesty  
Cruise Line**

901 South America Way  
Miami, FL 33132-2073  
(305) 358-5122  
(305) 358-4807 FAX  
Contact: Lisa Millares

Dolphin Cruise Line, offering great value, sails up to seven nights to Canada, Mexico and the Caribbean. Elegant Majesty Cruise Line departs Boston for Bermuda in spring/summer; sails three and four nights from Miami to Mexico, Bahamas in fall/winter. Call for offers for NESRA members.

▼  
**Gamla  
Enterprises**

16 W. 36th St.  
New York City, NY 10018  
(800) 442-6526  
(212) 947-3790  
(212) 947-3559  
Contact: Brian Tucker

Gamla Enterprises distributes Sigma Binoculars; Nikon, Olympus, Canon, Minolta, Pentax, Vivitar, Konica, Kodak, Yashica, Ricoh and Samsung Cameras as well as Sigma, Tokina, Vivitar and Tamron Lenses and many other photo related items.

▼  
**Livent Inc.**

165 Avenue Rd, Ste. 600  
Toronto, Ontario, Canada  
M5R 3S4  
(416) 925-7466  
(416) 324-5495 FAX  
Contact: Chris Gibbs

Livent Inc. is one of North America's leading producers of live theatrical productions such as, The Phantom of the Opera, Show Boat and Joseph and the Amazing Technicolor Dreamcoat. Call to organize a group of 20 or more employees.

▼  
**Silver Dollar City,  
Inc.**

HCR 1, Box 791  
Branson, MO 65616  
(417) 338-8046  
(417) 338-8136 FAX  
Contact: Linda McAllister

1890s entertainment park, pioneer crafts village, living history museum and special events showplace all in one...that specializes in fun. Stroll along tree-lined streets, visit with master craftsmen at work and stop in for lively shows. Discover Branson's best!

▼  
**United Touring  
Int'l.**

1 Bala Plz., Ste. 414  
Bala Cynwyd, PA 19004  
(800) 223-6486  
(610) 617-3312  
Contact: Richard Galiziu

United Touring International - No One Knows Africa Better. We are the largest diversified tour operator to Africa. Call for our brochure. NESRA members and immediate family get 15 percent off when they book directly with us. Call our 800 number.

**Update your '96  
NESRA Buyer's  
Guide and Services  
Directory by noting  
these additions/  
corrections:**

- Qualex (photo finishing) new contact: Robert R. Ricci
- R. J. Spencer (merchandise) new area code: 954
- Island One Resorts (hotels) new name identification as Florida Vacation Station
- The Book Company (merchandise) new contact: Bob Nealon
- Associated Tour Services (travel) new address P.O. Box 291874, Port Orange, FL 32129-1874

# Update on Logo Wearables

by Cynthia M. Helson

**L**ogo items are the third fastest moving product in NESRA employee stores based on NESRA's 1996 Market Survey conducted by Research U.S.A., Inc. This article addresses trends in wearables.

## **What's Hot?**

In terms of T-shirts, 100 percent heavy-weight cotton T-shirts are hot sellers says Alan Wendorf, owner, Sayings For You, Palisades Park, N.J. He says 10-ounce sweatshirts have gained popularity over less dense products and that custom-designed jackets similar to sporting starter jackets are popular. Teal, jade, white and black are popular colors for these products.

Ned Jones, vice president, The College House, Inc., Westbury, NY, says hooded sweatshirts and 3-button, crew neck sweatshirts are good sellers in dark green, navy, maroon and earth tones such as sand and khaki.

Items of style such as denim shirts, proshop-type golf shirts, fashion style golf shirts (with different weaves, colored stripes or color blocks) are also some items store managers mentioned that appeal to employees.

Nelson Nast, V.P. sales, Swingster Marketing, Kansas City, MO, says popular logo items reflect retail trends. He says oversized hip length jackets similar to those offered by Eddie Bauer and other items with the "Eddie Bauer look" are appealing. He also recognizes the demand for denim shirts and says, "With the increase in corporate casual days, golf shirts have gone out of control."

## **The Look of Logos**

Less is better these days for most. Both Nast and Wendorf say they have seen a shift to more subtle looks. Left breast logos are more common than across-the-back logos. Tone-on-tone, color-on-color logos have been ordered more recently than 2-or 3-color logos. Nast says he's filled orders for golf shirts with corporate logos on the sleeves instead of on the left breast. In some stores screen printed designs and

embroidered designs sell well though the trend is leaning towards embroidered logos.

Of course, how a logo appears will be dictated most times by corporate guidelines as well as the culture of the company.

Chrysi Jackman, employee store coordinator of Frito Lay's store, The Grab Bag, says fashion style golf shirts are popular at her store where many of the 12 brand names she embroiders on items are in bold, bright colors, "Many of our clothing items are fun and bright—something employees can wear on the weekend and not feel they are at work." Frito Lay's Chester Cheetah also lends itself to eye catching children's clothing, available in infants, toddlers and youth sizes.

## **A Good Relationship**

Honesty, meeting deadlines and providing high quality items at the best prices are key in good relationships with suppliers—and of course, excellent customer service.

Employee store managers say they like suppliers who deliver initial orders and reorders on time and who admit they can't deliver at a specific time. Dave Rigglesford, CESRA, supervisor, employee store, Eastman Kodak Co., Rochester, NY, says, "To have a good relationship with your supplier, you've got to ask him/her to spell out how long it will take to reorder merchandise if it sells quickly. Store managers will want to be sure they can reorder quickly."

Sandy Strike, recreation coordinator, Rockwell, Cedar Rapids, IA says, she considers "quality of products and price points first, then evaluates the supplier's customer service."

Nast says many NESRA members look for a supplier who does not have high quantity requirements. He says many of them are looking for 12 and 24 fill ins. Employee store managers are appealing to a fixed audience. They need to show their customers a variety of items and they need to turn them around quick.

▼  
**What's hot,  
tips for  
working with  
suppliers and  
selling  
techniques.**

## Resources for Logo Items

For more information on logo wearables, contact these NESRA National Associate Members:

### American Design Studios, Inc.

6353 Corte Del Abeto #106  
Carlsbad, CA 92009  
(619) 438-8880  
(619) 438-8488 FAX  
Contact: Bob Vitro

### Camp David Apparel

7920 Foster St.  
Overland Park, KS 66204  
(800) 448-2267  
(913) 648-0573  
(913) 648-7444 FAX  
Contact: Nancy Gray

### College House, Inc. (The)

601 Cantiague Rd.  
Westbury, NY 11590  
(800) 888-7606  
(516) 334-7600  
(516) 334-7354 FAX  
Contact: Ned Jones

### Gear For Sports

9700 Commerce Pkwy.  
Lenexa, KS 66219-2402  
(800) 423-5044  
(913) 888-0535  
(913) 888-4273 FAX  
Contact: Kirk Kowalewski  
Daryl Donati

### Hillerich & Bradsby Co., Inc.

P.O. Box 35700  
Louisville, KY 40232-5700  
(502) 585-5226  
(502) 585-5248 FAX  
Contact: Bill Williams

### Hind, Inc.

3765 S. Higuera  
San Luis Obispo, CA 93401  
(800) 235-4150  
(805) 544-8555 ext. 1206  
(805) 544-6536 FAX  
Contact: Leo Lenting

### Hoskins Associates, Inc.

150 N. Maxwell Ct.  
Zionsville, IN 46077  
(317) 337-2010  
(317) 337-2009 FAX  
Contact: R.L. Hoskins

### Landmark Products Corporation

314 N. 11th St.  
Blue Springs, MO 64015  
(816) 229-7774  
Contact: Russell Mende

### Porter Wallace Corporation

135 W. 29th St.  
New York, NY 10001  
(212) 244-0088 ext. 23  
(212) 244-0237 FAX  
Contact: Gary Brill

### Sayings for You, Inc.

407 Broad Ave.  
Palisades Park, NJ 07650  
(201) 592-0676  
(201) 592-0549 FAX  
Contact: Alan Wendorf

### Swingster Marketing

10450 Holmes Rd.  
Kansas City, MO 64131  
(816) 943-4224  
(816) 943-5126 FAX  
Sadd@swingster.com E-Mail  
Contact: Carole Lewis

### Uphill Down USA

PO Box 71470  
Salt Lake City, UT 84171  
(800) 248-0260  
(801) 266-9878  
(801) 266-9928 FAX  
service@uphill.com E-mail  
Contact: Delmar Norton

### Zippo Manufacturing Co.

33 Barbour St.  
Bradford, PA 16701  
(814) 368-2700  
(800) 362-3598 FAX  
Contact: William Galey

A good return policy is key with Rigglesford. He expects 100 percent return on items that are damaged and defective upon receipt. He recommends, "when a supplier comes in to your store to place a new order, store managers develop a practice of reviewing defective merchandise with the supplier and establishing proper credit. Rigglesford says if this is done routinely, the supplier appreciates crediting you for items s/he still carries, rather than items you received six months ago.

Employee store managers and Associate Members alike warn buyers of overbuying merchandise. Wendorf says, "Store managers really need to assess how large their store is and how much storage space they really have." Store managers say you really have to know what will appeal to your employees and what won't.

Effective communication between Associate Members and employee store managers can lead to time savings for both parties. Discussions can lead to avoiding mistakes,

discovering new product information, streamlining ordering procedures, and availability of value-added services available from Associate Members.

For example, Rigglesford pays a fee to have his supplier "place items on hangers and affix our bar code to them." "This way our staff at the warehouse just counts them and sends them out to the stores. The staff is relieved of this task, which means the product gets to our customers faster."

Suppliers may also be able to supply or recommend mannequins or display racks. "We've gotten some for free just by asking, others we've gotten for wholesale," says Rigglesford.

Associate Members are resources that offer information as well as products.

### Merchandising and Selling

A great way to sell logo wearables is to put them in front of the customer and on staff people. Jackie Givens, manager, company stores, Motorola, Austin, TX, allows all of her store staff to choose three shirts each, as

their uniform, every quarter from their corporate order catalog. "People see these shirts and want to buy them—it's a great way to advertise," says Givens.

Logo items are popular incentive items at Frito-Lay. Departments use the wearables as gifts for clients who carry the snack products. Others say they sell logo wearables to their company's recruiters. Many of them like to wear logo casual wear on college campuses and at golf outings.

A hospital in the Midwest launched its new line of logo wearables by giving all employees a T-shirt as their Christmas gift. Employees chose from a short list of colors and their size. Though it was a labor intensive project, it was appreciated by employees and promoted the name of the hospital. It also helped with employee recognition and increased communication when the hospital's CEO saw an employee in the airport wearing her T-shirt. He approached her, she recognized him and the two had a pleasant conversation. 



# The Surgeon General's Report

**The Surgeon General has determined that lack of physical activity is detrimental to your health.**

by Catherine Winters

**T**hese 15 words, the essence of the recently released Surgeon General's Report on Physical Activity and Health, stand to revolutionize the way the average American thinks about exercise.

The Surgeon General's 1964 warning that cigarette smoking could be hazardous to one's health brought about dramatic changes in the behaviors of millions of Americans. Experts believe the Surgeon General's latest policy statement—notably that 30 minutes of regular physical activity of moderate intensity done on most days of the week is one of the best preventive health measures one can adopt—may have a similar effect.

"This could be the biggest thing that has happened to exercise in years," says Kathie Davis, executive director of IDEA, the International Association of Fitness Professionals. "Never before has the government come out and said: 'You should start to exercise because if you don't, you're going to have health problems.' In essence, the government is putting a warning label on a sedentary lifestyle."

The report, which is aimed primarily at inactive individuals, was commissioned in October 1994 by the Office of the Surgeon General, the U.S. Centers for Disease Control and Prevention (CDC) and the President's Council on Physical Fitness and Sports (PCPFS).

Why did experts decide this was an idea whose time had come? "A growing body of

## What Could this Mean to Employee Services?

by Cynthia M. Helson

**David Dale, CESRA**, human resources manager, director of health promotion, Ashland Inc., Russell, KY, says "This report could be the vehicle that links physical activity and health promotion to a company's benefit profile." Dale adds, "I don't think a company can still discount the role of physical activity in maintaining a productive workforce. . . . It has always amazed me that corporations spend millions of dollars to maintain equipment. It's time we spent a fraction of that to maintain employees' health—employees are our most valuable asset."

When asked about whether or not it will change standards in the employee services field, Dale says, "I hope this means companies will be hiring more health professionals to deliver programs to back up this report—It could mean employee services managers with health promotion skills and training will become more desired by companies because they can help reduce health care costs and affect the company's bottom line."

**Randy Schools, CESRA**, General Manager of Recreation & Welfare Association, The National Institutes of Health, Bethesda, Maryland, says, "The Surgeon General's Report gives solid medical backup for employee services administrators to market their fitness and wellness programs not only to their employees, but to top management as well. . . . The report in summary states exercise should be taken seriously, not only to give balance to one's life, but to help prevent disease."

He feels this will encourage participation not only in health/fitness programs, but in all recreation activities.

**Bob Pindroh, CESRA**, author of *Employee Services: A Strategic Component of Business*, states "The Surgeon General Report substantiates what many of us with wellness programs in corporations have known for years. What surprises me is that they have taken so long to recognize it. This report should point up to the fact that any corporation who does not have a wellness/recreation program; and is interested in reducing health care costs, enhancing employee well-being and ultimately becoming more competitive, shouldn't waste any time starting one. For those who have ongoing programs, this report should be a good marketing tool for increasing participation."

evidence has demonstrated the health benefits of physical activity, which are numerous," explains Mary Ann Hill, director of communications for PCPFS. "In addition, there is growing evidence that people who are inactive are at increased risk for certain diseases. In fact, not being physically active may be a risk factor in and of itself."

## The Basic Message

The report aims to advise sedentary people to accumulate at least 30 minutes of moderate-intensity exercise (comparable to walking briskly at about three to four miles per hour) on most, preferably all, days of the week.

"This is the minimal, reasonable dose a person should try to get," says Steven N. Blair, P.E.D., director of epidemiology for the Cooper Institute for Aerobics Research and chief scientific editor of the Surgeon General's Report. He notes that moderate activity is enough to deliver substantial benefits to currently inactive individuals. Among those benefits:

- It can halve the number of deaths from cardiovascular disease in this country each year.
- It reduces overall mortality. In 1990, for example, 300,000 people died as a result of inactive lifestyles and unhealthy diets. And the now classic study by Ralph Paffenbarger, which the Surgeon General's Office refers to, found that the risk of dying could have been reduced by 20 percent if every man had expended 2,000 more calories a week by walking, stairclimbing or doing other recreational activities.
- It improves blood lipid levels.
- It reduces the risk of developing hypertension
- It improves insulin sensitivity and glucose tolerance, enabling diabetics to better manage their disease.
- It reduces the risk of developing colon or breast cancer.
- It can enhance normal skeletal development in children and adolescents and help adults maintain peak bone mass, thus reducing the risk of osteoporosis.
- It reduces the risk of obesity and helps to normalize body weight in moderately overweight and obese people. (The Third National Health and Nutrition Examination Survey, conducted from 1988

to 1994, found that some 58 million Americans between the ages of 25 and 72 are overweight.)

- It reduces the risk of depression, lessens symptoms of anxiety and increases a feeling of general well-being.
- Finally, it enhances a person's "health-related quality of life," a term coined by scientists to describe the influence an individual's health, sense of satisfaction with life and general well-being has on his or her daily life.

## Moderate vs. Vigorous Activity

"The report notes that moderate-intensity physical activity has a significant health benefit," acknowledges John McCarthy, executive director of the International Health, Racquet and Sportsclub Association (IHRSA). "It also says that vigorous physical activity has a correspondingly greater health benefit. It's important that we not lose either part of that message."

Experts note that the American College of Sports Medicine's familiar exercise prescription for 20 to 60 minutes of moderate-to high intensity endurance exercise at 60 to 90 percent of maximum heart rate three or more times per week still has its place in the fitness world. Says IDEA's Davis, "What we have to say to those people who already work out vigorously is: 'You have to decide at what level you want to work out and how fit you want to be. Do you want to work out for general health or for good aerobic conditioning? If you want to compete in 10K races or some other sport, then you're going to be working out at 80 percent or above, and that's if you're going to go for performance.'"

Blair says it's important to keep in mind that the report does not seek to encourage those who already engage in vigorous activity to slow down. "Rather, the problem is getting the inactive to become at least moderately active," he explains.

Indeed, studies reveal that about one-fourth of American adults do not participate in any leisure-time physical activity. More women than men are inactive, and blacks and Hispanics tend to be less active than whites. This falls far short of the Healthy People 2000 objective, established by the U.S. Public Health Service that at least 30 percent of Americans (ages 6 and older) engage in regular, preferably light to moderate activity, for 30 minutes a day, and that at least 40 percent regularly do

▼  
**Studies**  
**reveal that**  
**about one-**  
**fourth of**  
**American**  
**adults do not**  
**participate in**  
**any leisure-**  
**time physical**  
**activity.**

activities that build muscular strength and endurance and increase flexibility.

The news is no better among children. While kids tend to be more active than adults, studies show that only 40 percent of students in physical-education classes report being active at least 20 minutes during a typical class. Boys are more likely than girls to attend these classes and be active in them. And participation in physical activity drops rapidly between grades 9 and 12, especially among girls.

### Impact on Various Population Segments

To encourage people of all ages to become more active, the Surgeon General is calling upon the federal government, state and local health departments, medical societies, corporations, places of worship and privately owned facilities such as health clubs to promote physical activity and to provide fitness opportunities to people. "I hope in the months and years to come that will happen," says Blair.

McCarthy believes it will. "In the case of the Surgeon General's report on smoking, there

was an enormously powerful industry that fought the report every inch of the way. The tobacco industry was a clear economic loser. In the case of this report on physical activity, there's no economic loser," he continues. "Rather, there are three economic winners: the enormous pantheon of sporting goods manufacturers, health and fitness facility operators and the entire healthcare community."

But, he cautions, the payoffs will come over the long-term. "It's a mistake to think that the day after this report comes out, millions of people are going to run into health clubs to join. What this report gives the health club industry is the ultimate legitimization of what we're doing. What it basically says to the public is: 'Regular exercise is integral to healthcare. You will not, cannot, stay healthy without it.'"

That, McCarthy adds that "fitness facility operators should seize this opportunity to reposition themselves in the eyes of the public as wonderful places to begin a program of regular moderate exercise, rather than a place where people go to 'burn, baby, burn.'"

*This article is reprinted with permission from the August 1996 Supplement to Club Industry, published by Cardinal Business Media Inc., 1300 Virginia Dr., #400, Fort Washington, PA 19034.*



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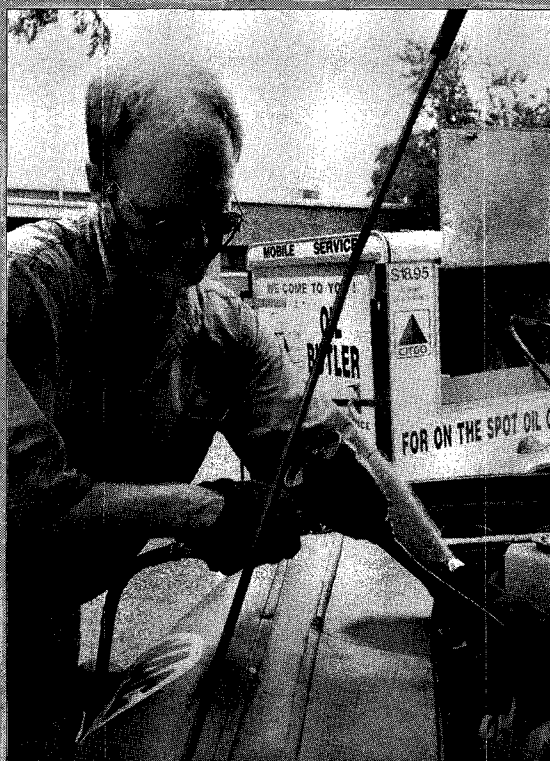
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**T**he Employee Assistance Professionals Association (EAPA) has a brochure entitled *Confidentiality and Employee Assistance*

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For more information, contact Employee Assistance Professionals Association, Inc., 2101 Wilson Blvd., Ste. 500, Arlington, VA 22201-3062, (703) 522-6272, FAX (703) 522-4585.

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For more information, contact the American Institute for Preventive Medicine, 30445 Northwestern Hwy., Ste 350, Farmington Hills, MI 48334-3102, (810) 539-1800, FAX (810) 539-1808.

## ▼ Deal With Diverse Workforce

By the year 2000, women, new immigrants, and people of color will make up 85 percent of the workforce. New programs require employees to have good interpersonal skills and the ability to work with people from many backgrounds. *Diversity in the Workplace: Challenge and Opportunity*, available from Business & Legal Reports, Inc. helps workers recognize discrimination and gives practical advice on overcoming bias. Written in a straightforward, non-preachy way, with full-color illustrations, the booklet addresses the bottom line benefits of workplace diversity.

For more information, contact Business & Legal Reports, Inc., 39 Academy St., Madison, CT 06443-1513, (800) 727-5257 or FAX (203) 245-2559.

## ▼ Baseball Played Indoors

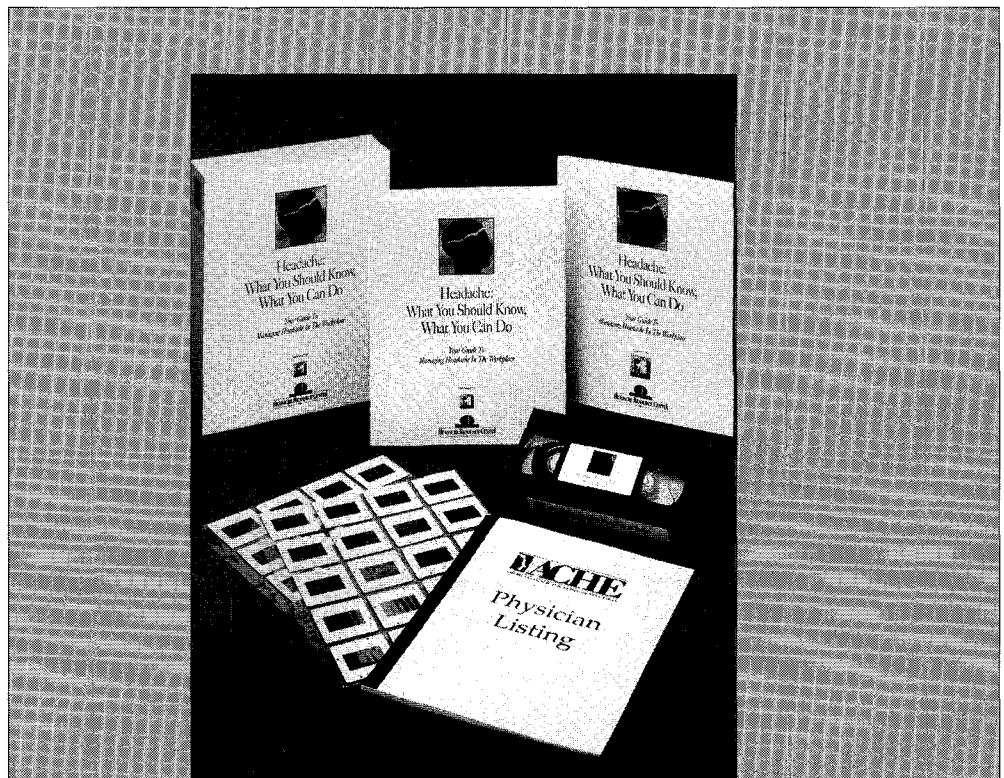
All the excitement of a real baseball game—from the crack of the bat hitting the ball to the roar of the crowd—will soon be as close as a local entertainment center or amusement park, as Sports Simulation inc. introduces Designated Hitter Game™ or DH™. DH uses

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problem in today's stressful work environment. This comprehensive wellness program includes: a "how to" guide on conducting an educational seminar, presentation slides, videotape, interactive worksheets and handout materials.

For more information, contact *Managing Headache in the Workplace*, P.O. Box 6517, West Caldwell, NJ 07007-6517, (800) 580-4455, (201) 808-9643.

All of this requires enlightened leadership and time in which to accomplish these objectives.

### Technology

No discussion of factors impacting the workplace would be complete without commenting on technology. Whether learning to use a computer for the first time, using a new software package, or "surfing the net," the workforce of today is constantly bombarded by the need to be a competent user of innovative technology (Davis and Botkin, 1994). Each of the other trends identified in this article were in some way related to technology. Boyett and Conn (1992) identified the following characteristics of *Workplace 2000*; firstly, an increased demand for speed in innovation and provision of services; secondly, a demand for perfection in performance and product; thirdly, an expectation for better and more efficient service to the customer, and lastly; an orientation toward doing more with less. Each of these demands is more likely enhanced to some degree or another by the enlightened use of technology.

Fear and anxiety often follow closely on the heels of the introduction of new technology. Change does not come easily and with job security rare and accountability high, increased pressure to master organizational change rapidly is directly tied to performance appraisals and systems of reward. While the incentive to learn new technology is strong, so is the stress associated with failure to do so. Increasingly employees may be discovered eating lunch at their desks, fooling around with laptops, or trying to communicate with colleagues around the globe during times they might normally share with family or friends. Rybczynski (1991), for example, found that the weekend is an important and time-honored opportunity for leisure. Similarly, Diane Samdahl (1992) identified the common leisure occasion, as occurring on the weekend in the company of family and friends. Laptops, cellular phones, overnight mail and even microwave ovens, hold as much potential for intruding upon and reducing overall quality of life as they do for improving it. Workers must be trained in the use of technology, but at the same time incorporate recreation and leisure into days and nights, which could be consumed with work-related activity.

### A Role for Employee Services and Recreation Directors

For organizations to be effective into the year 2000 and beyond, the workplace must increasingly be characterized as a learning environment. Emphasis on customer service, working in teams, an increasingly multicultural workforce and rapid changes in technology characterize the workplace of the future, and for many, today. Reward systems parallel worker creativity, flexibility and excellence in performance. While technological advances offer the opportunity to work almost from any location 24 hours a day and 7 days a week, this would not be beneficial to workers, their families, communities or in the long run, to the employer.

Employee services and recreation managers have an important role to play in helping organizational leadership and workers deal with the instability of time associated with being constantly accessible and able to work. Here are several areas for intervention:

1. Encourage and help employees avoid overwork.
2. Use recreation activities to reinforce team building and cross-cultural understanding.
3. Provide support groups for team members to avoid burnout.
4. Schedule workshops to review time management and reeducate about the necessity for leisure.
5. Assist leaders and team coaches in understanding employee anxiety with new technology.
6. Make nutrition, fitness breaks and commitment to family a priority in the workplace.
7. Monitor use of portable technology during weekends and on business trips. Provide support at the destination so the flight can be restful and enjoyable.
8. Promote cultural awareness activity themes throughout the year.
9. Model the behaviors of the new leader/coach as opposed to the old style managers.

According to Boyett and Conn (1992) these include, having a vision and being able to communicate it to others; building trust among colleagues, including acting unconventionally at times; exemplifying morally acceptable leadership qualities (positive self-regard, optimism, inquisitiveness, action-orientation, empathy, value laden and achievement driven). Employee services will play a critical role in facilitating a healthy transition to the workplace of the future.

Veda E. Ward is a Professor of Leisure Studies and Recreation, California State University, Northridge, Los Angeles, California



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# Increased Accessibility: Helping Employees Cope

by Veda E. Ward

▼  
**You have an  
important  
role in  
helping  
organizational  
leadership  
and workers  
deal with  
today's  
demands.**

**I**t is only since American media started reporting on the Japanese phenomenon *kuroshi* or death due to overwork, that Americans have come to realize the need to work smarter, not just harder. Organizational trends impacting quality of leisure and thus quality of life (Riddick, 1986) include customer service orientation, diversity of the workforce, working in teams and keeping up with technology. Each has implications for how today's employee uses his/her time, both on and off the job.

### **Customer Service**

Academia learned the lesson of not being customer-centered the hard way. After misreading or ignoring demographic patterns, many historically over-enrolled institutions of higher learning found themselves allocating scarce resources to recruitment by the mid-1990s. Business and industry found the preparation of undergraduates inadequate or inappropriate for job tasks, particularly in areas requiring technological expertise, or customer service. As consumers became more informed about their rights and options, organizations found that keeping a valued customer and meeting their needs paid off as they developed new markets. Thus, time devoted to customer service is of primary concern in today's workplace. Customer service takes time and patience.

### **Work Teams**

Although teamwork is not a new concept, the preference for pooling talent and resources by incorporating a team approach is new to employees who have gotten ahead through rugged individualism and competition. Problem-solving and decision-making functions are enhanced by the diversity of solutions generated by a team

and frequently the product is of higher quality (McWhirter, 1995). The time commitment needed to make teams an effective and efficient approach to getting work done is heavy. Group members must invest time in getting to know each other in both formal and informal contexts. Often, team members may require coursework or special training in order to be more effective team members. Cooperation and collaboration are the wave of the future, but employees need time to master the skill.

### **Diversity**

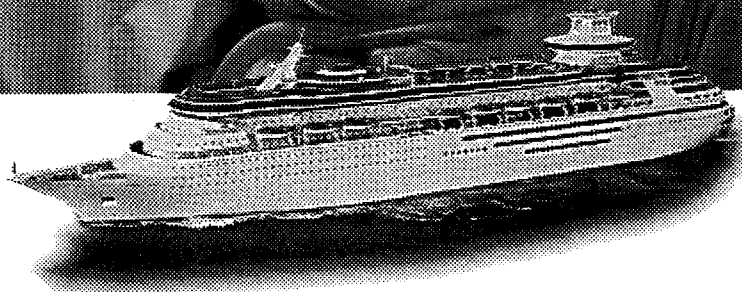
Another trend that increasingly impacts time in the workplace is the increased diversity of employees. Since the 1970s the effects of gender differences in the workplace have been studied. Even with consistent evidence that men and women communicate differently (Tannen, 1991), problems still arise that influence productivity and worker satisfaction. With increased cultural and ethnic diversity, many employers are finding it necessary to provide multicultural training.

The rapid interchange of communication facilitated by virtual space makes everyone responsible for self-editing an important skill. Today's worker cannot retract a poorly worded communiqué that reaches its destination almost instantaneously. At the same time, employees must be aware that there may be marked differences between generalized information about a given ethnic group (e.g. values, orientation to time, importance of family), as opposed to the specific behavior workers may encounter with individuals in that group (Carr-Ruffino, 1996). Out of necessity today's workers must develop a reliable knowledge base about ethnic groups and back it up with direct experiences where they interact with members of diverse groups across organizational lines.

(Continued on page 34)



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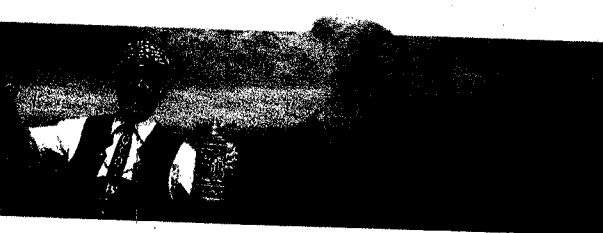
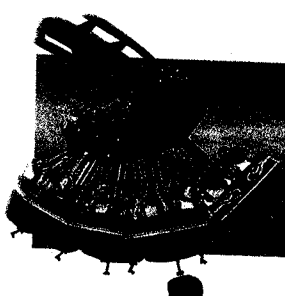


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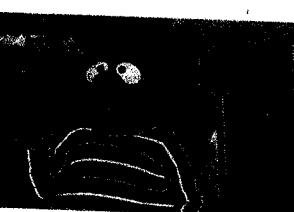


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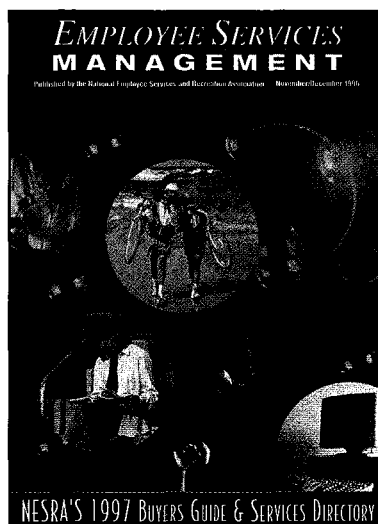
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## Departments

- 6 News in Brief**  
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Services See Future Growth . . . Downsizing:  
What Happens to the Company . . .  
American Free Time—The Reality . . . Office  
Place RSIs Decreased . . . Employers Seek  
Proof of Quality . . . Most Workplaces Ban  
Smoking

- 25 Health Promotion**  
Indoor Cycling Classes  
*By Dr. Tom Deters*

- 29 Employee Store**  
Leave Your Money at Home  
*By Wendy Kozuback and  
Patty Schlueter*

- 35 NESRA Chapters**

- 36 Taming Technology**  
The Age of the Internet  
*By Scott Aemisig*

## Features

- 4 Stop Theft and Fraud and Add to the Bottom Line**  
Every penny counts and taking some measures to prevent theft  
can save you money in the long run.  
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- 9 Trends in Human Resources**  
Where is human resources headed in the future? What impact  
will this have on you? Find out in this story.  
*By Michael R. Losey, SPHR*

- 14 Staying in the Loop With ES&R**  
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- 21 How I Spent My Summer Vacation**  
One NESRA member tells how he took advantage of the  
FMLA leave to spend time with his family.  
*By Bud Fishback, CESRA*

- 25 Indoor Cycling Classes**  
Compare the different versions of indoor cycling classes to  
determine which would appeal to your employees.  
*By Dr. Tom Deters*

- 32 Employee Services Management 1996  
Editorial Index**  
Keep this on hand as a handy reference of articles published  
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- 18 Ad Index**

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by Cynthia M. Helson  
NESRA Director of Communications



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**N**ESRA puts information about new products and services at your fingertips. This issue of *Employee Services Management* contains what used to be called NESRA's Annual *Buyer's Guide and Services Directory*. This directory contains listings of over 200 Associate Members who offer products such as service awards, jewelry, sportswear, giftware, employee store merchandise and services such as family entertainment, hotel stays, travel planners, photofinishing and much more.

However, the Buyer's Guide isn't annual anymore. Now the Buyer's Guide is printed twice: once here and once in the *Membership and Peer Network Directory*. Additions and corrections are also printed in each issue of *ESM* in the Buyer's Guide Update. More conveniently, it is available 7 days a week, 24 hours a day on NESRA's home on the World Wide Web: <http://www.nesra.org>. The Buyer's Guide is updated constantly and changes are reported.

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This issue of *ESM* addresses many trends: Michael Losey, president and CEO of the Society of Human Resource Managers addresses the future of human resources; Dr. Tom Deters, gives you the scoop on indoor cycling classes and Scott Aemisiger of InfoTrends presents a quick glossary of internet terms. Plus you can read about offering debit cards in your store and one of your own, Bud Fishback, tells how he enjoyed a FMLA leave.

*If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280.*

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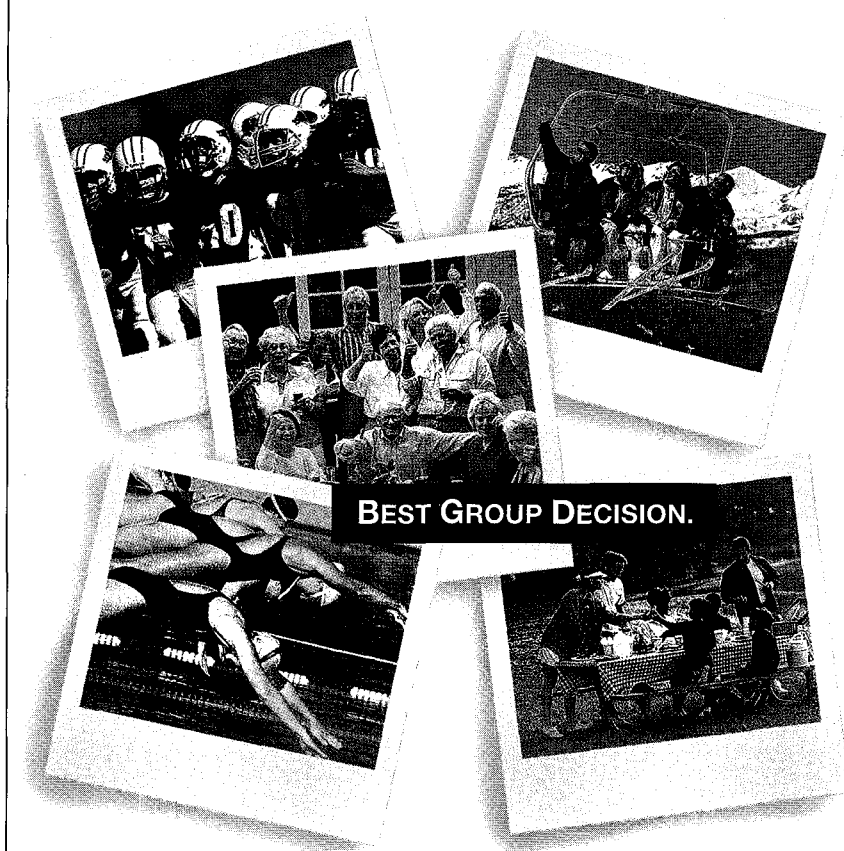
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# Stop Theft and Fraud and Add to the Bottom Line

by Arthur J. Bourque, III

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**Every penny counts.**

**Tolerating**

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**smallest**

**losses due to**

**fraud or theft**

**does not**

**make good**

**business**

**sense.**

**M**anufacturers have learned that producing products with zero defects is the only way to satisfy customer expectations. They also know that improving product quality requires a financial investment. The additional expense is justified because marketplace acceptance increases—along with bottom-line profits.

When it comes to business fraud and theft, many companies fail to learn an important lesson from their quality improvement field. Just as some manufacturers tolerate product defects, many businesses are satisfied with an acceptable amount of shrinkage or loss. "It is just a cost of doing business," they justify.

In today's competitive environment, every penny counts. Tolerating even the smallest losses due to fraud or theft does not make good business sense.

It costs money to eliminate product defects and it costs money to create a fraud-and-theft-free environment, but the investment pays off.

In a law firm, employee productivity and morale plummeted as personal property began disappearing. Everything from large portable stereos to palm-sized radio/tape players were missing. As the apparent thefts continued, employees began to suspect each other, causing further disruption.

Finally, the firm's partners realized the extent of the damage to their business the losses were causing and steps were taken to stem the thefts. When the night security guard was irrefutably identified as the culprit, a noticeable change in employee attitudes and productivity was felt instantly.

Proprietary information may have more value to a thief than tangible items. A giant personal care products company, was aghast when a rival company came out with a virtual duplicate of a product on their drawing board,

implying a patent infringement. How did it happen? The leak was traced to a telephone in their own offices. But who was making the calls? A covert video camera provided the necessary and undeniable evidence to catch the information thief. Compared to protecting the company's intellectual property, the cost of the video camera installation was negligible.

One bookkeeper turned the company into her private bank. Taking blank checks from the bottom of the storage carton, she wrote them out to cash. A trusted employee created fake receipts and exchanged them for cash. A customer service supervisor deposited checks into false accounts. Each one was discovered, but only after thousands of dollars were lost. The cost of obtaining the appropriate evidence was incidental compared to the amount of money stolen.

Whether raw materials, cash, products or personal property, many businesses are not just being stolen blind; they are blind about what is being stolen. And this includes stealing company time.

A major air freight handler discovered the enormous cost of stolen time. Covert video cameras documented workers punching in, then leaving the premises for the entire 8-hour shift and returning when it was time to check out. Because their work was not being done, other employees were being paid premium overtime rates to get the jobs done. Union regulations made it difficult to admonish the offenders. Identifying the "no shows" reduced the department's operating costs.

There is also the problem of stealing business from a company. One firm obtained evidence that employees were stealing parts and installing them after hours and on weekends for the company's own customers. Just stopping the practice increased sales.

Tolerating fraud and theft as a cost of

doing business is a faulty premise. Shrinking margins mandate a "zero losses" policy for businesses today.

To begin eliminating losses by fraud and theft, companies must take important steps.

- 1. Establish the policy that theft and fraud will not be tolerated.** Employees must be shown that the company takes losses seriously and will not tolerate fraudulent activity. Make it clear that employees who violate the policy will be prosecuted. Then follow through with the appropriate action.
- 2. Make it clear that the theft of information is no different than the theft of product, raw material or money.** With data being one of a company's most valuable assets, protecting information from loss is more critical than ever. Far too often, the value of proprietary data is recognized only after it has been stolen and then used by a competitor.
- 3. Let employees know that the company demands full restitution.** Even though the company may have proper coverage, do not treat theft and fraud as "an insurance issue" with the carrier picking up the tab for the loss. Having to pay for what is stolen

may be viewed by some employees as a greater threat than being caught or being caught and fired.

- 4. Make the fraud and theft policy clear to all vendors, suppliers, consultants and other firms serving the company.** Whether contracting with a temporary help agency, cleaning firm or computer consultant, clearly state the company's position. The policy should indicate that vendors are responsible for all costs if anyone on their payroll is determined to be involved in theft or fraud.

The issue is not one of vulnerability. Every company faces the possibility of being defrauded. The prevalence of expensive parts, equipment, materials, supplies and proprietary information makes it only prudent to take theft seriously.

Taking appropriate steps to establish a policy and then identifying those who may be violating the company's trust is highly cost-effective. Eliminating any unnecessary financial drain is a wise, long-term investment.

*Arthur J. Bourque, III, is president of Surveillance Specialties, Ltd., a covert video surveillance firm. A Massachusetts state trooper for two decades, he consults and handles surveillance installations for small retailers and businesses, as well as Fortune 500 corporations. The company, founded in 1986, is located at 40 Chatham Way, Lynnfield, MA 01940, (800) 354-2616.*



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# NEWS

## IN BRIEF

### Managers Know Employees Have Lives



Managers participating in a focus group remarked that when bosses handle employees' work-life issues with flexibility and respect, they get an increase in loyalty and a willingness to work very hard, says *The Wall Street Journal*. The instinctive, managerial skills that often best motivate employees,

building trust, respecting others' values, honoring their personal lives, aren't skills that are talked about in corporate goal-setting.

Many view these management skills as the wave of the future. Command-and-control management techniques are going by the wayside. The group identified skills that should become part of every manager's life: reward performance and productivity, not necessarily time spent working; live by your values and encourage others to live by theirs; and build relationships based on trust and respect.

#### ▼ Services See Future Growth

Business services is the fastest-growing category within the services sector, reports *American Demographics*. The most rapid growth in services

firms is among small southern areas where competition has been scarce and the population is expanding. Hotels are also now poised for rapid growth.

Employment in services totaled 19.3 million in 1992, a gain of 3.2 million

jobs since 1987. The number of service businesses increased more than 12 percent, compared with 1.5 percent for retail. The number of service establishments in 1992 was 1.8 million, up from 1.6 million in 1987.

This growth in services can be attributed to a demographic change. The generation short on time created an increased need for take-out food, home cleaning, and other housekeeping substitutes.

An aging population contributed to rapid increases in spending on health care, which accounts for one-quarter of services employment. A wave of corporate downsizing created an increase in consultants and other outsourced business services from copying and printing to office computer support.

#### ▼ Downsizing: What Happens to The Company

Since 1987 U.S. companies have downsized 4 million jobs. More than 375,014 workers lost their jobs last year in workforce reductions, and that hurt productivity and the bottom line, says *The Chicago Tribune*. Because of downsizing, companies not

only cut out valuable employees, but also broke the loyalty contract and changed the attitudes of employees.

Another result of downsizing is that managers have smaller staffs and must do the detail work themselves. In some cases, this means they don't have time to do strategic work or plan for the future.

Remaining employees are leaving the companies because of lack of job satisfaction, not being treated fairly and unclear communication from the top.

#### ▼ American Free Time—The Reality

Even though evidence points to less free time for Americans, the average weekly amount of actual free time recorded in time-use diaries has increased since the mid-1960s, reports *American Demographics*. Americans have freed up hours by cutting down substantially on the time they spend working and doing housework.

The number of people who say they have less free time than they did five years ago is twice as high as the number who say they have more free time, states

a report from Roper Starch Worldwide and Pennsylvania State University. People aged 25-34 do tend to have less leisure time than they did when they were younger because they are more likely to be working full-time and to have children.

If people fill their hours with productive activities about which they feel good, a lack of leisure may not be a problem.

### ▼ **Office Place RSIs Decreased**

**J**ust released 1994 Bureau of Labor Statistics (BLS) figures for injuries and illnesses serious enough to keep people away from work, show that repetitive typing or key entering cases have decreased since 1993.

Repetitive typing or keying represents only 0.6 percent or 13,252 cases out of a total of 2.25 million cases. This represents a decrease of 2 percent from 1993.

The total number of serious injuries or illnesses attributed to all repetitive motion was just 92,576 or 4 percent of the total number of cases requiring time away from work. Of those, the majority of cases or 53 percent were recorded in the manufacturing sector. These cases involved the repetitive use of tools and the repetitive placing, grasping or moving of objects.

"Clearly, most repetitive motion injuries are not occurring in the offices of America," says PJ Edington, executive director of the Center for

Office Technology (COT). "And the so-called epidemic of office related repetitive motion injuries reported in the media has been a clear case of misdiagnosis."


### ▼ **Employers Seek Proof of Quality**

**E**mployers are concerned about health plan quality and are focusing on finding ways to evaluate plans. In a survey, the majority (82 percent) of the benefit professionals responding described the topic of health plan quality as very important among benefits issues. One quarter (25 percent) of the respon-

dents said quality is significantly more important than cost in assessing a managed care plan's value, according to Quality of Managed Health Care Plans, the survey conducted by the International Foundation of Employee Benefit Plans.

According to 233 benefit professionals responding, 63 percent of respondents' organizations evaluate the quality of their managed care plans. The quality measures used to evaluate managed care plans include employee satisfaction ratings (72 percent), health plan accreditation (57 percent)

and report cards (52 percent). The most common uses of quality measures are to monitor plan performance (80 percent) and select plans (40 percent).

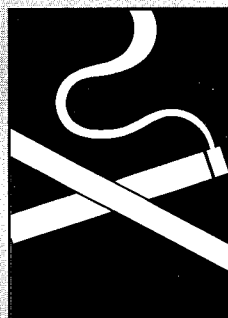
Despite numerous quality assessment efforts underway, many respondents voiced frustration about the unavailability of accurate, comparable data. Over half (56 percent) of respondents rated the quality measures they use as average. 

## **Most Workplaces Ban Smoking**

**T**hree out of four employers prohibit smoking in all office areas, and over 60 percent have banned smoking in plant areas, according to a survey of 2,000 employers conducted by Business & Legal Reports, Inc.

Employers in the health care industry have the most restrictive policies, while manufacturers and retail/wholesale firms remain somewhat more "smoker-friendly" than employers in other industries. However, even in manufacturing where toleration is highest, some 55 percent of employers report a total ban on smoking in the shop.

Few employers restrict smoking in outdoor areas, except in the education sector, in which some 38 percent of employers prohibit smoking altogether, even outdoors.



There was little variation from one geographic area to another except in the Far West consisting mainly of employers in CA, OR and WA. California and Washington have enacted stringent work-

place smoking restrictions, thus accounting for the relatively high proportion of employers in this region that prohibit smoking.

Most employers now have a written policy covering smoking in the workplace, with written policies more common among employers of more than 100 people than among smaller organizations. Not-for-profit firms are also somewhat more likely than for-profit companies to have a written smoking policy.

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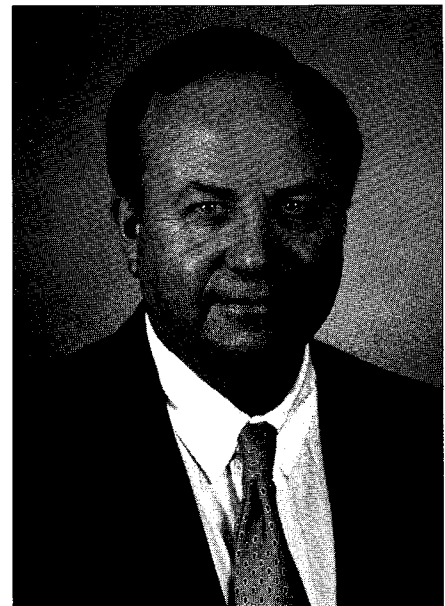
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Those implementing employee services will want this powerful testimonial of the value of employee services. Managers wishing to attract and maintain a qualified workforce will want to find out how employee services can help them.

# *Trends in* **Human Resources**

*In the next decade, pivotal changes in the American and international economies, in management and organizational practices and in the nature of work itself are expected to occur, and as these changes intersect, they will create important new challenges for human resource professionals in the U.S. and around the world.*



*by Michael R. Losey, SPHR*

**E**arly identification of these changes will be crucial if human resource professionals are to formulate appropriate responses for their organizations.

The Society for Human Resource Management (SHRM), through its Issues Management Program, has identified a number of emerging issues and trends with critical implications for human resource professionals in the next decade. These issues can be divided into three categories: 1) changes in the operating environment; 2) changes in the relationship between employers and employees; and, 3) changes in the profession. Within each of these categories, several developments are occurring that could profoundly affect the workplace of the future.

## **Changes in the Operating Environment**

Human resource practices do not operate in a vacuum—they are influenced by the nature of the society and economy in which they are conducted. Today, American society and the U.S. economy are undergoing a fundamental transformation from an era in which physical labor and industrial strength were the primary components to a time in which the economy is based on knowledge workers and service skills. Human resource professionals will need to understand and respond to several issues stemming from this shift, including harsh competitive realities, a rise in the number of smaller businesses, a need for different workforce skills and competencies, a technological revolution and globalization.



To succeed as business partners in the next decade, human resource professionals will need to know and understand the competitive environment in which their organizations operate. Almost every organization in every industry is under pressure to produce their goods or services at a lower cost. As a result, human resource professionals will be called upon to significantly reduce employment costs

**A combination of the Internet, human resource information systems (HRIS), intranets and other technologies not yet available will be used to manage human resource functions.**

while simultaneously motivating the workforce to work at full capacity. To accomplish this, different combinations of workers will be used, including full-time and part-time, permanent and contingent, and on-site and off-site.

Management of a workforce so divergent in terms of status and scheduling will present a significant challenge.

Along with the pressure for low-cost production, the shift from a "large business" economy to a "smaller business" economy is changing the operating environment.

Traditionally, human resource practices and policies have been

modeled on large organizations. In the future, new models will have to consider the rapidly growing number of smaller businesses. These businesses will have different human resource needs and their collective voice could force lawmakers and executives to revisit traditional human resource policies ranging from employment to retirement.

The development of new workforce skills and competencies will become critical in the next decade as knowledge work and service jobs replace manufacturing and physical labor as the cornerstones of the economy. A renewed emphasis on education and training will be necessary and this will require human resource professionals to change their organizations' philosophies to include a solid commitment to training. In 1996, U.S. companies with more

than 100 employees will spend \$50.6 billion on training—only 1.4 percent of their payroll. To maintain a first-class, competitive workforce, this number will have to increase.

Human resource professionals also will need to become comfortable with new information technologies. These technologies will affect every aspect of HR management and development. A combination of the Internet, human resource information systems (HRIS), Intranets and other technologies not yet available will be used to manage human resource functions. Intranets, for example, will allow instant access by every employee to individual information like benefits plans and retirement accounts, and company information like training schedules, promotions, employee directories and organization news. And, as the number and types of different employment relationships proliferate, technology will be vital to ensure proper oversight.

Finally, human resource professionals will need to be aware that almost all real economic growth over the next decade will occur outside of the U.S. and Europe. Because the economies of China, the Pacific Rim and much of South America will grow at double-digit rates, U.S. corporations will devote an increasing percentage of their resources toward non-U.S. markets. Many smaller countries have much more developed international markets and trading skills, and American companies have begun to realize they must become more proficient to remain competitive. As a result, human resource policies will be influenced more and more by conditions and practices in other countries and cultures. Human resource professionals will be asked to sensitize themselves and their organizations to the cultural and business practices of other nations and to move away from the assumed dominance and/or superiority of American business practices.

#### **The Changing Employer/ Employee Relationship**

The relationship between employer and employee also will change significantly over the next decade. The large number of layoffs at American corporations in the last five years, combined with the ongoing developments in the operating environment described above, are creating a new employer/employee bond. Forces influencing the new relationship include: new models of management and

organization, altered models for compensation and benefits, the emergence of women as leaders and a possible resurgence of labor unions.

Since the early 1980s, American leaders have been searching for a new organizational model. In just the past half decade, several models have been tried, including total quality management (TQM), process reengineering, empowerment and team-based management. Although elements of these models remain, none are rooted deep enough to be sustained on a broad level over the long term. A model still must be developed that can respond to an environment in which workers are empowered, employees frequently work off-site, technological advances and economic realities make predictions and planning difficult, team-based projects become the norm and outsourcing non-core activities is expected.

It is possible this new model will be similar to the "Hollywood" way of doing business. Informal partnerships and loose alliances will bring together key individuals to complete major projects in short periods of time. Individuals will bring a specific set of skills to the project and many small businesses and independent contractors will be involved. Everyone will be paid according to the success of the project and their performance.

Creation of such a model would require organizations to examine their compensation and benefits practices. Pay for performance may become the preeminent compensation model. Already, executive compensation is increasingly tied to company performance and contract and contingent workers are paid based on the quality and quantity of their work, rather than the number of hours they put in. The U.S. practice of linking many employee benefits to employer-sponsored plans will increase the need for portable health and retirement benefits to enable workers to move from project to project with a minimum level of financial security. Finally, there will be renewed interest in employee ownership plans as organizations search for ways to bind the most valuable employees to their companies while keeping operating costs low.

The employer/employee relationship also will be affected by the emergence of women in leadership positions. As women move into positions of greater responsibility, debate about the differences between men and women in terms of managerial styles can be expected. Several recent studies have hinted the style most commonly practiced by women may be more

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effective in the coming, chaotic, uncertain, customer-driven environment.

As women get beyond the artificial barriers, or what in the U.S. is called the "glass ceiling," considerable attention will continue to be devoted to enabling employees to balance the demands of career and family. Human resource professionals are likely to dedicate a significant percentage of their time to developing work practices and policies that will ease the difficulties experienced by a two-income household or single-income households headed by women.

Finally, although U.S. labor unions represent the smallest percentage of the workforce (15 percent) since the Great Depression, there are clear signs labor unions could become revitalized in the U.S. over the next decade. A growing income gap, a disaffected generation jaded by the layoffs experienced by those before it, the lack of career stability and the continued influx of immigrants into low-wage, unskilled positions are combining to create an environment conducive to union representation.

The dominant labor federation in the U.S., the AFL-CIO, has promised to target low-wage workers, immigrants and others on the margins of the economy and human resource professionals will need to be prepared for a possible resurgence in union activity.

### Changes in the Human Resource Profession

The human resource profession itself may experience a profound transformation in the next decade. As continued development of sophisticated information systems enables routine administrative tasks to be automated, human resource professionals will be able to devote their time and resources to emphasizing human resources as "assets" to their organizations. In the new era, re-

cruiting, motivating and retaining the best possible people will become the most critical function of any organization and human resource professionals will take the lead.

At the same time technology releases human resource professionals from administrative tasks, other human resource functions may be pushed down to line managers and diffused throughout the organization. Again, the result will be more time and resources for human resource professionals to use to infuse their organizations with the idea that employees are assets, not expenses.

### Summary

In general, it cannot be emphasized enough that there is little in current human resource practices and policies that will not be affected by the coming changes in the operating environment, in the relationship between employers and employees and in the nature of the human resource profession itself. Each of these areas contains significant challenges for human resource professionals, and when combined, portend profound change. Early awareness of and efforts to keep pace with these developments will be crucial.

*Michael R. Losey, SPHR, is president and chief executive officer of the Society for Human Resource Management (SHRM) located in Alexandria, Virginia. The Society is the leading voice of the human resource profession and represents the interests of more than 73,000 professional and student members from around the world.*



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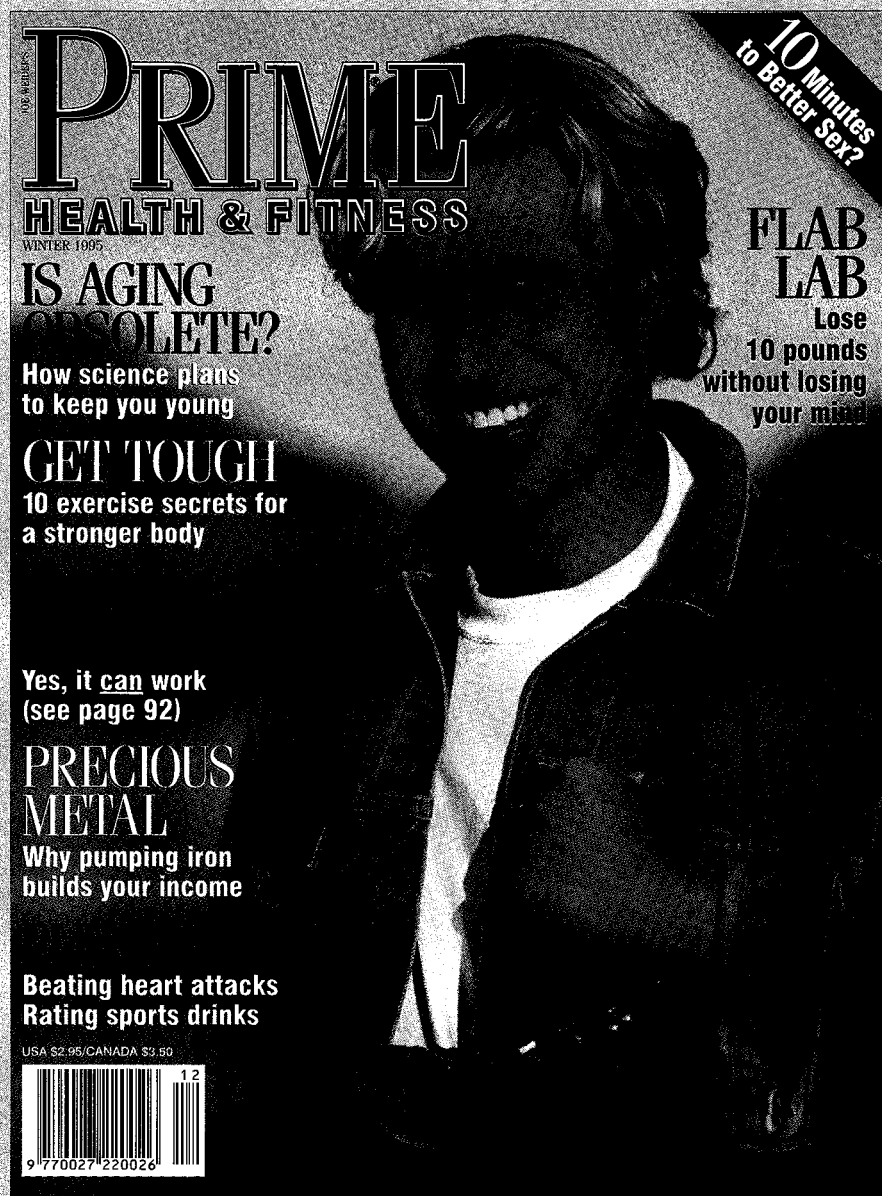
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*NESRA has increased the value of its conference by offering concentrated sessions on heartier topics. It has sought out experts to deliver the training you need to take your employee services program to the next level.*



## **NESRA'S 56<sup>th</sup> ANNUAL CONFERENCE & EXHIBIT**

**April 2-6, 1997**

**The Palmer House Hilton  
Chicago, IL**

**T**o start with, on the first day of the conference you can choose to attend one 3-hour session focusing on your needs.

### **Strategic Leadership Forum**

**(CESRAs/CESRLs/RVESRAs only)**

*Dick Brown, CESRA, REF Systems*

For the first time, NESRA presents an intensive session designed to meet the needs of the experienced professional! This three-hour highly interactive workshop will cover a variety of topics of special concern to the seasoned veterans in the field—at a more advanced level than the normal conference program will allow. Subjects will include:

- Staff Management
- Facility Management
- Metrics/Benchmarking
- Long Range Planning
- Legal Concerns
- Management Support

- Income Generation
- Career Development

You will decide which topics are of greatest interest to the group and then break off into smaller groups for in-depth discussions, sharing and problem solving on each of the subjects selected. In the last hour the groups will reassemble and share the results of their deliberations with the other groups.

### **Employee Services Skill Sharpeners (It's Tool Time!)**

*Jim Battersby, CalPoly State University*

It's time to reach into your *tool box* for some *plane* discussion about this *buzz saw* called employee services and recreation. This session will go to the *drawing board* and will bring you to another *level* of understanding about what it takes to succeed in employee services. Issues such as problem solving, justifying your program and skills assessment will be *nailed down*. Tools will be provided by you—the



## **Exclusively Through NESRA**

NESRA is the only national association that gathers hundreds of employee services and recreation specialists under one roof for 5 days of the best networking in employee services. Put yourself among the movers and shakers of this field as you learn more through attending educational sessions you'll find nowhere else on the national level.

Here's a sample of concurrent sessions focusing on the state-of-the-art employee services practices:

- ***Recreation 2000***
- ***Satellite Learning Centers: Benefits of Establishing a Worksite School***
- ***Healthworks Boot Camps***
- ***Racing for New Programming Ideas***
- ***Browsing the World With NESRA***
- ***Turning Employees Into Travelers***
- ***Eldercare: Managing Employee Issues***
- ***Creating A Successful Employee Store Catalog***
- ***The Future of Corporate Fitness***
- ***Is Your Chapter "Liable"***
- ***Employee Store Roundtable Discussion***

participant. We will *hammer out* answers and results will be easily *measured*.

### **Chapter Leader Forum**

*Wilford Butler, CAE, Butler Consulting*

Back by popular demand, this sought-after expert of association management will address the questions most important to chapter leaders. Attendees will participate in small group problem-solving sessions designed to give attendees time to share best ideas and pick-up new techniques.

### **Cutting Edge Strategies for Employee Stores**

*George Whalin*

*Retail Management Consultants, Inc.*

Today's retail marketplace includes a wide array of exciting new retail formats that provide consumers with a dynamic shopping experience. While employee stores may not compete on the same street or in the same mall with

traditional retail stores, they still must compete for customer attention and dollars.

The most successful merchants have a well-defined merchandise and buying strategy that helps them provide the right merchandise at the right time and at the right price. Participants in this program will learn how to develop and implement an effective merchandise and buying strategy to maximize sales in their employee stores.

Effective merchants are also maximizing sales and profits by creating shopping environments for their customers that are convenient, dynamic and memorable. Come learn how to use the latest, proven merchandising designs, ideas and tools to do the same in your store.

You will learn what your employees need to do to provide customers with a pleasant, friendly experience and help them make informed buying decisions.

You will leave with a clear understanding of how they need to sell more merchandise and better serve your customers.



## General Session speakers

### **The Challenge of Change**

*Wayne Messmer, The Chicago Wolves Professional Hockey Team*

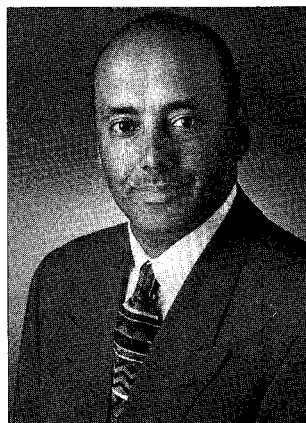


Wayne Messmer, internationally regarded as America's foremost singer of the National Anthem, discusses his miraculous comeback after being shot in the throat in an armed-robbery attempt in April, 1994. He is an excellent example of strength, personal conviction and motivation for thousands of people who have followed the story.

He will present how he overcame the biggest challenge of his life and how we cannot afford to back down from change but must be the "author of our own script."

### **Human Resources Transformation**

*Paul Patton, The Metro Health System*

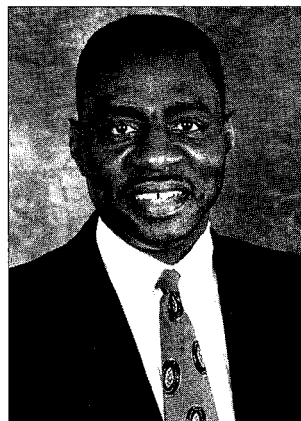


Learn how to improve customer service in your employee services department. Paul Patton, vice president of human resources at Metro Health System, one of the nation's most successful publicly owned hospitals, will tell you what you can do to make a difference. He'll explain how employee services can have a positive impact on an organization's culture.

This selected member of Crain's Cleveland Business 40 Under 40, will demonstrate how you can increase/expand your activities, despite downsizing and staff reduction.

### **If It Is To Be, It Is Up to Me**

*Invited speaker: Bob Love, Chicago Bulls*

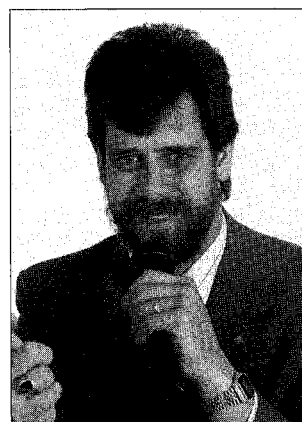


Bob Love will tell of his rise as second highest scorer in Chicago Bulls history (he played for eight seasons from 1969-1976) to his difficulty with finding a steady job upon his retirement due to his stuttering problem. With the

help of the Nordstrom Corporation he found work in 1984 as a dishwasher making \$4.45 an hour and found a speech therapist who helped him learn to speak without stuttering. Today, Bob is community relations director for the Chicago Bulls. He'll tell you how your dreams can come true.

### **Building The Future You Have Always Dreamed About**

*Bob Higgins, Living on Purpose*



Are you living the life you dreamed about? Do you look forward to each new day with anticipation or do you find yourself thinking "If I knew then what I know now, I would have done things a whole lot differently."

In this presentation, Bob Higgins will show you tools that you can use to repair, renovate, or rebuild your life. You can have the kind of future that you have always dreamed about.

**Register today for NESRA's 56th Annual Conference and Exhibit.** ➔

**NESRA's**  
**56th Annual Conference and Exhibit**  
**The Palmer House Hilton Hotel, Chicago, Illinois**  
**April 2-6, 1997**  
**Registration Form**

Full Name (Print) \_\_\_\_\_ Common First Name \_\_\_\_\_  
Position: \_\_\_\_\_ Certification status: \_\_\_\_\_ CESRA \_\_\_\_\_ RVESRA  
Company \_\_\_\_\_ Number of Employees \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
Phone \_\_\_\_\_ Does your company have an employee store? \_\_\_\_\_ Yes \_\_\_\_\_ No  
Fax \_\_\_\_\_ Is this your first National Conference? \_\_\_\_\_ Yes \_\_\_\_\_ No  
Expected date of Arrival \_\_\_\_\_ Departure \_\_\_\_\_

**Check the session you plan to attend Thursday, April 3, 1997 from 1-4 p.m.**

( ) Employee Services ( ) Chapter Leader Forum ( ) Cutting Edge Strategies ( ) Strategic Leadership Forum  
Skill Sharpeners for Employee Stores (CESRAs/CESRLs & RVESRAs only)

**SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED**

**REGISTRATION FEES:** Please circle amount enclosed.

	Prior to <u>3/2/97</u>	After <u>3/2/97</u>
Delegate-NESRA Member	\$440	\$470
Non-Member Delegate	880	910
Spouse	215	215
Student	95	95
Retiree	75	75

( ) Please check if you have disabilities and require special services. Attach a description of your needs.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60521-2371. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/1/97. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with The Palmer House Hilton. We cannot guarantee room availability after 3/2/97. NESRA Conference room rate at The Palmer House Hilton Hotel is \$114 per night (single or double occupancy). Should you prefer to telephone in your room reservation, the number is (800) HILTON or (312) 726-7500 X5975. Be sure to state you are part of the NESRA Conference.

1	2	3	4	5
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# Free Facts

For more information on the products/services advertised in this magazine,  
call or fax your request for more details.

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(800) 354-2322, (817) 784-8066  
(817) 472-8490 FAX

**Anheuser-Busch  
Entertainment.....CII**  
(201) 845-4412,  
(201) 845-5155 FAX

**Best Western  
International, Inc.....3**  
(602) 957-5728  
(602) 957-5942 FAX

**Dolphin Cruise  
Line.....19**  
(800) 442-4299,  
(305) 358-4807 FAX

**Florida Vacation  
Station.....20**  
(800) 851-3198, (407) 363-7475  
(407) 354-2109 FAX

**Hind, Inc.....23**  
(800) 631-9684, (407) 363-7475  
(407) 354-2109 FAX

**Hotel Reservation  
Network.....12**  
(800) 964-6835, (214) 361-7311,  
(214) 361-7299 FAX

**Majesty Cruise Line..34**  
(800) 645-8111  
(305) 358-4807 FAX

**Prime Health and  
Fitness.....13**  
(818) 595-0427  
(818) 595-0463 FAX

**Princess Vacations/  
Princess  
Hotels, Inc.....CIII**  
(954) 359-3099  
(305) 359-9585 FAX

**Risk Management Group,  
Ltd.....5**  
(770) 395-1711,  
(770) 395-1585 FAX

**Windmill Inns of  
America.....11**  
(800) 547-4747, (541) 482-4481  
(541) 482-6841 FAX

**Telcom Midwest.....24**  
(312) 481-4900  
(312) 481-9999 FAX

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PS Form 3526, October 1994

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b. Paid and/or Requested Circulation (1) Sales Through Dealers and Carriers, Street Vendors, and Counter Sales (Not Mailed)	0	0
(2) Paid or Requested Mail Subscriptions (Include Advertisers' Proof Copies/Exchange Copies)	4400	4411
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h. Copies Not Distributed (1) Office Use, Leftovers, Spoiled (2) Return from News Agents	200	100
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17. Signature and Title of Editor, Publisher, Business Manager, or Owner: **Cynthia W. Helson** Date: **Sept 17, 1996**

I certify that all information furnished on this form is true and complete. I understand that anyone who furnishes false or misleading information on this form or who omits material or information requested on the form may be subject to criminal sanctions (including fines and imprisonment) and/or civil sanctions (including multiple damages and civil penalties).

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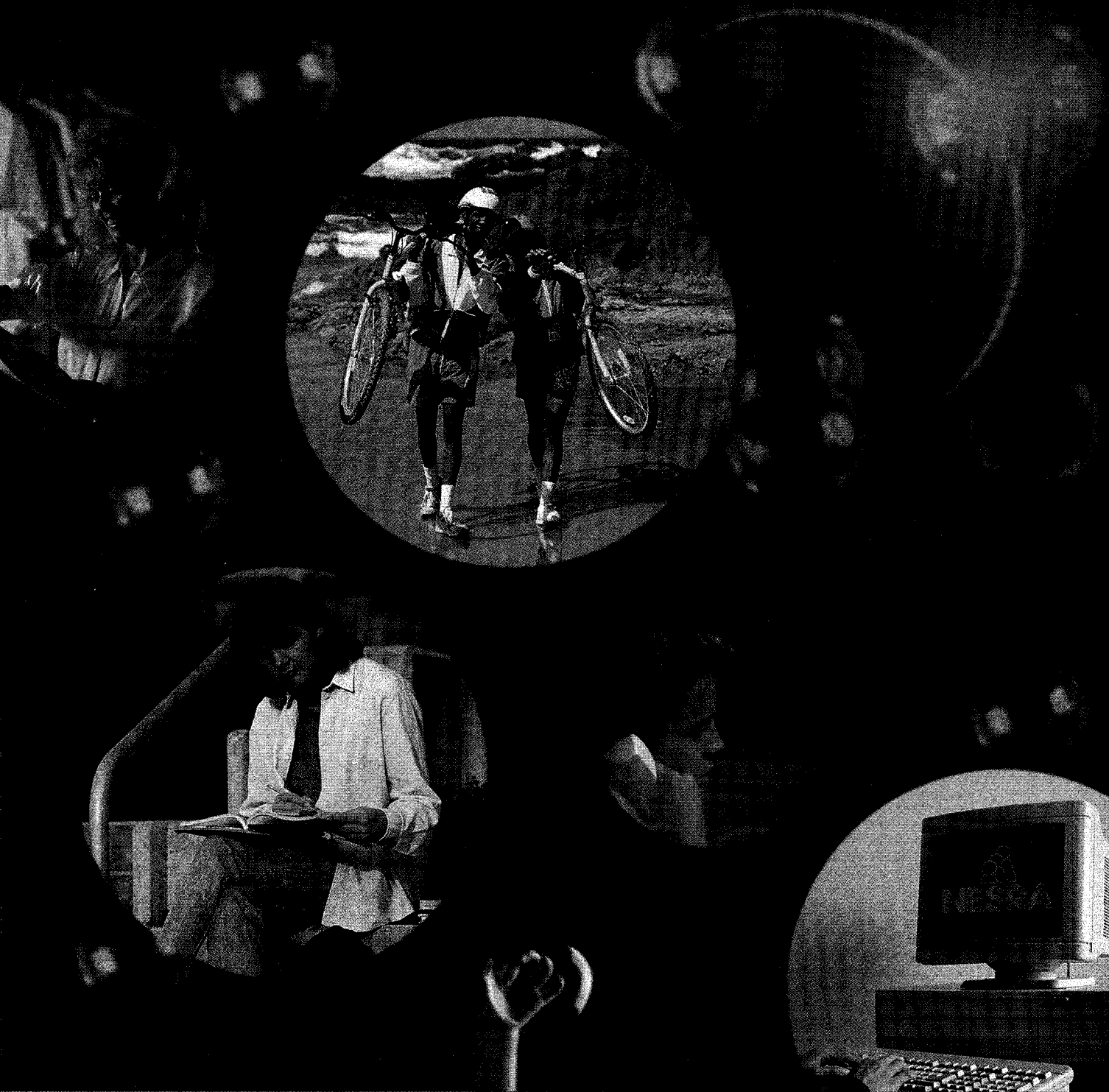
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- If the publication had second-class authorization as a general or requester publication, this Statement of Ownership, Management, and Circulation must be published in any issue in October or the first printed issue after October; if the publication is not published during October.
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# A COLLECTION OF PRODUCTS AND SERVICES TO ENHANCE YOUR PROGRAMS

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## NESRA'S 1997 BUYERS GUIDE & SERVICES DIRECTORY

# Retain This Issue

## Using Your Buyer's Guide & Services Directory

This *Buyer's Guide and Services Directory* is a tool to help you begin, improve or expand your employee services and recreation program, including your employee store. It is an annual listing of NESRA National Associate Members printed in **BOLD** along with listings of NESRA local Associate Members who purchased space in the directory. This directory was developed with information including prices and descriptions that were furnished by the Associate Members themselves. This Directory will also be reprinted in the *NESRA Membership & Peer Network Directory* available to qualifying NESRA members in spring, 1997 and accessible on the Internet through NESRA's website <http://www.nesra.org>.

This *Buyer's Guide and Services Directory* contains listings as of October 1, 1996. Listings and offerings may change throughout the year. Updates of new Associate Members are listed regularly in *Employee Services Management's* Buyer's Guide Update. Use each Buyer's Guide Update as an appendix to this guide.

Read through the *Buyer's Guide* to see what is available to you and your employees, call the contact listed to receive more information about his/her product/services. Always identify yourself as a NESRA Member when calling and in some cases, the Associate Member may furnish a NESRA identification number to your organization, when this is the case, use your company's assigned number.

To enhance the use of this *Buyer's Guide*, we provide the following quick reference that contains the nine categories of suppliers, the page the category begins and a description of the products/services found in that category:

<b>Awards/Recognition/Gifts.....</b>	<b>B 3</b>
Plaques, ribbons, engraved items, or any special type of item or merchandise used to recognize employees' merits.	
<b>Family Entertainment.....</b>	<b>B 4</b>
Attractions, amusement parks, tourist attractions, shows, family fun places and events	
<b>Fitness/Sports Equipment and Sportswear .....</b>	<b>B 7</b>
Products to assist the promotion of wellness and fitness including sporting goods, magazines, sports clothing and accessories and fitness facility items	
<b>Hotels/Resorts.....</b>	<b>B 8</b>
Listed first by multi-locations and then alphabetically by state	
<b>Merchandise and Discount Cards.....</b>	<b>B13</b>
Merchandise offered to employees at a discount including discount cards and services. General merchandise/items to be sold in an employee store.	
<b>Photofinishing.....</b>	<b>B17</b>
Professional film developing programs offered at companies	
<b>Specialty/Professional Services.....</b>	<b>B18</b>
Services—financial, printing, consulting, special event planners, etc.	
<b>Travel.....</b>	<b>B20</b>
Travel services—air, bus, car rental, cruise lines and tour services	
<b>Visitors/Convention Bureaus.....</b>	<b>B22</b>
Information on facilities and services in specified areas.	

# Awards/ Recognition/ Gifts

## A One Imports

888 Brannan St. #1005  
San Francisco, CA 94103  
(415) 626-6820  
(415) 552-0189  
Internet: AITRADING@aol.com  
Contact: Gill Mohammed

Corporate gifts, clocks, watches and unique gift items at a 15 percent discount to NESRA members. Engraving or logo-printed on gifts. Special sales to employee stores.

## Awards by Kaydan

221 Depot St.  
Antioch, IL 60002-1508  
(847) 395-2900  
Contact: Kathy Dreyer

## Bennett Brothers, Inc.

30 E. Adams St.  
Chicago, IL 60603  
(800) 621-2626  
(312) 621-1630  
(312) 621-1623 FAX  
Contact: Judy Paoli

Bennett Brothers' Choose-Your-Gift program offers 13 price levels from \$16 to \$1,000. Forty or more brand-name selections in each level. Full-color gift books, prompt fulfillment. Bennett Brothers established since 1900. Makes gift selection easy.

## Bulova Corporation

One Bulova Ave.  
Woodside, NY 11377-7874  
(718) 204-3331  
(718) 204-3546  
Contact: Spencer Toomey

Reward dedication and hard work with quality timepieces by Bulova, America's time-tested incentive supplier. "How-To" guides are available to assist in program planning. Request our Awards Catalog for customized incentive and service awards and corporate gift selections.

## Gamla Enterprises, North America, Inc.

16 W. 36th St.  
New York, NY 10018  
(800) 442-6526  
(212) 947-3790  
(212) 947-3559 FAX  
Contact: Brian Tucker

Gamla Enterprises distributes Sigma Binoculars, Nikon, Olympus, Canon, Minolta, Pentax, Vivitar, Konica, Kodak, Yashica, Ricoh and Samsung Cameras as well as Sigma, Tokina, Vivitar and Tamron Lenses and many other photo related items.

## Great American Products

1801 W. 16th St.  
Broadview, IL 60153  
(708) 450-9200  
(708) 450-9269 FAX  
Contact: Jolie Miller

Manufacturers of fine pewter gift items such as belt buckles, keychains, pins, picture frames, letter openers, plaques, pewter embellished glassware and ceramicware. Great American Products is also a licensee of the NFL, NBA, MLB, NHL, NCAA and CBA. NESRA members receive 10 percent off list price.

## International Diamond Center

3696 Ulmerton Rd.  
Clearwater, FL 34622  
(800) 275-3366  
(813) 572-7258  
(813) 572-6882 FAX  
Contact: Fred Miller

International Diamond Center offers recognition awards, gift programs and incentive plans tailored to your needs. We create corporate rings and logo jewelry and carry lines such as Rado, Tag Heuer, Raymond Weil, Longines and Bulova watches along with Montblanc and Cross writing instruments, Waterford and Orrefors Crystal. Our pricing is very competitive. We can also help with merchandise for your employee stores. Our retail showrooms offer a tremendous selection of Gem Lab Certified diamonds, gemstones and gold jewelry in 14 kt. and 18 kt. A 15 percent merchandise discount for NESRA members is also offered. Please call for information.

## J.R. Specialties, Inc.

6530 W. Glendale Ave.  
Glendale, AZ 85301  
(800) 94-LOGOS (945-6467)  
(602) 939-5520  
(602) 939-5212 FAX  
E-mail: catalogejrspecialties.com  
Internet: www.jrspecialties.com  
Contact: J. R. Roren

Professionals in promotional products, J. R. Specialties assists employee stores and associations to expand their market share and increase sales by implementing our merchandise catalog program. We are NESRA dedicated, experienced and have a track record of proven results. Free consulting is done on a one-on-one basis.

## LaMarque Watch Co., Inc.

306 Hempstead Ave.  
Malverne, NY 11565-1299  
(516) 887-4700  
(516) 599-8818 FAX  
Contact: Stephen Padaetz

USA-based manufacturer since 1949 specializing in complete customization and personalization program for timepieces. Our Geneva limited edition™ collection features an assortment of affordably priced classic, dress, sport and fashion timepieces.

## Lenox China and Crystal

100 Lenox Dr.  
Lawrenceville, NJ 08648  
(609) 896-2800  
(609) 844-1580 FAX  
Contact: Dennis Wood

Lenox represents the following product lines: Lenox China giftware, lamps, clocks, figurines and dinnerware; Lenox Crystal giftware and stemware; Gorham China dinnerware; Gorham Crystal giftware and stemware; Gorham Sterling flatware; Kirkstieff pewter giftware and sterling flatware.

## Salons USA

1131 Central Ave.  
Wilmette, IL 60091  
(800) GO-SALON  
(847) 256-6523  
(847) 256-6527 FAX  
E-mail: sales@gosalon.com  
Contact: Tamara Stonich

Salons USA sells salon and day spa gift certificates priced from \$35-\$300 that are redeemable across a network of salons in the United States. Convenient to order by calling the 800 number. Corporate discounts available.



### **Sayings for You, Inc.**

407 Broad Ave.  
Palisades Park, NJ 07650  
(201) 592-0676  
(201) 592-0549 FAX  
Contact: Alan Wendorf

Sayings for You, Inc. will imprint anything on wearables, pens, key chains, mugs, plastic bags, buttons, vinyl, leather, etc. We will put your company logo or message on any item. Our service and quality is of the highest standard. We specialize in rush-rush service for meetings, blood drives, company stores and special events. NESRA members get special prices. Haven't missed a deadline in 16 years.

### **Totally Chocolate**

1855 Pipeline Rd.  
Blaine, WA 98230  
(800) 255-5506  
(360) 332-1802 FAX  
Contact: Matthew Roth

Totally Chocolate pioneered engraved chocolate. Our patented engraving method delivers any logo, illustration or message with absolute precision. All of our products feature the finest European milk or dark chocolate.

### **Zip Specialties, Inc.**

185 S. Wheeling Rd.  
Wheeling, IL 60090  
(800) 526-7861  
(847) 520-1011  
(847) 520-3414 FAX  
Contact: Doug Hoffman

Zip Specialties is a trophy and award company actively engaged in premium imprinted advertising products, gifts and awards of all kinds. In business since 1974, with such accounts as Avon, Shell, Midas and more. (Formerly Time Products)

### **Zippo Manufacturing Co.**

33 Barbour St.  
Bradford, PA 16701  
(814) 368-2700  
(800) 362-3598 FAX  
Contact: William Galey

Zippo Manufacturing Co. is a manufacturer of quality gifts that can be customized with corporate logos. Great for employee recognition, company stores, service awards and safety awards. Product selection includes knives, tape measures, key holders, writing instruments, etc. Made in USA. Lifetime guarantee.

# **Family Entertainment**

### **Anheuser-Busch Theme Parks**

Park 80 West, Plaza II  
Saddle Brook, NJ 07663  
(201) 845-4412  
(201) 845-5155 FAX  
Internet: <http://www.4adventure.com>  
Contact: Craig Batten

Anheuser-Busch Theme Parks CLUB USA Card offers NESRA members discounts on admission to and merchandise at our parks. CLUB USA is available to corporations with 100 or more employees and is a free program. Company picnics, consignment tickets, prepaid ticket sales and fun-filled Anheuser-Busch Theme Park Days are also available to your company. Our exciting theme parks include: Sea World in Orlando, FL, San Diego, CA, Aurora, OH and San Antonio, TX; Busch Gardens in Tampa, FL and Williamsburg, VA; Sesame Place near Philadelphia, PA; and our water parks—Adventure Island in Tampa, FL and Water Country USA in Williamsburg, VA.

### **Battleship Massachusetts**

Battleship Cove  
Fall River, MA 02721  
(508) 678-1100  
(508) 674-5597 FAX  
Contact: Catherine DeTerra

Get your hands on a battleship, destroyer, submarine, two PT boats and much more—all on one ticket! Gift Shop, food service, free parking—open daily, year round. NESRA discount is 25 percent off regular rates for member and a guest!

### **Brunswick Recreation Centers**

520 Lake Cook Rd., Ste. 400  
Deerfield, IL 60015  
(847) 317-7300  
(847) 317-0237 FAX  
Contact: Susan Schory-Jones

Brunswick, one of the largest chain operators of family bowling and recreation centers in North America, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis. In addition, Brunswick's new futuristic, glow-in-the-dark Cosmic Bowling is perfect for company parties, group outings and fund-raising events.

### **Discovery Zone L.P.**

110 E. Broward Blvd.  
Ft. Lauderdale, FL 33301  
SE (305) 537-4004 John Longley  
NE (201) 292-9800 Jennifer Thieroff  
SW (213) 848-2044 Karry Hightower  
MW (312) 616-3900 Shawn Moran

Discovery Zone FunCenters are safe, fun, indoor play environments created for children 12 and under operating across the U.S. Activities are family-oriented where parents are encouraged to interact with children. Come anytime, any day for unlimited fun!

### **Grand Canyon Railway (The)**

Business Office  
123 N. San Francisco, Ste. 210  
Flagstaff, AZ 86004  
(602) 773-1976  
(602) 773-0108 FAX  
Internet: [www.thetrain.com](http://www.thetrain.com)  
Contact: Thomas Ripp  
Teresa Propeck

The Grand Canyon Railway offers a vintage train ride to the Grand Canyon. Take a "step back-in-time" with this magical nostalgic train journey to the magnificent South Rim of the Grand Canyon. Depart I-40 at Williams, AZ. Free refreshments, wild west show and musical entertainment.

### **Group Sales Unlimited/ Vintage Productions**

830 E. Higgins Rd., Ste. 115  
Schaumburg, IL 60173  
(800) 664-9074  
(847) 619-9070  
(847) 619-9126 FAX  
Contact: Jon Zaley

Group Sales Unlimited offers discounts to nationally touring shows: Ringling Bros. and Barnum & Bailey Circus, Disney Ice Shows, Harlem Globetrotters, Nickelodeon Live, Stars on Ice, Sesame Street Live and major theatrical productions. Call to establish a discount ticket program in your area.

### **Harvest Festival**

601 N. McDowell Blvd.  
Petaluma, CA 94954  
(707) 778-6300  
(707) 763-5346 FAX  
Contact: Traci Thylin Bocci

The Harvest Festival, America's largest traveling crafts marketplace, features unique hand-crafted gifts; costumed artisans and entertainers; gourmet foods; and live stage acts. Groups of 20 or more can receive up to 33 percent off regular admission. Call for information.

### **Henry Ford Museum & Greenfield Village**

20900 Oakwood Blvd.  
P.O. Box 1970  
Dearborn, MI 48121-1970  
(313) 271-1620  
(313) 271-1210 FAX  
Contact: Vickie Lumetta

America's largest indoor/outdoor museum tells the story of the country's evolution from a rural to an industrial society. "The Automobile in American Life," a multimedia study of car culture in the U.S. headlines the museum's exhibits on transportation, communication, household furnishings and entertainment. Visitors to the village can tour the historic homes and workplaces of such famous Americans as Thomas Edison, Henry Ford, George Washington Carver and the Wright Brothers. Enjoy horse-drawn carriage rides in summer and winter sleigh rides.

### **High Altitude Adventures**

P.O. Box 4132  
Buena Vista, CO 81211  
(800) 597-4861  
(970) 453-1767 FAX  
Internet: rafting@colorado.net  
Contact: Michael Doyle

Providing Arkansas rafting trips since 1980! Now available: Colorado rafting trips; kayak school and trips, hiking and mountain biking. Twenty percent discount for NESRA members. Call the 800 number.

### **Knott's Camp Snoopy**

Mall of America  
5000 Center Ct.  
Bloomington, MN 55425-5500  
(612) 883-8626  
(612) 883-8531  
(612) 883-8683 FAX  
Contact: Rory Gautsche  
Beth Kreutziger

Knott's Camp Snoopy is a seven-acre indoor theme park set in the heart of Mall of America—the nation's largest shopping and entertainment complex. Our group programs include: Corporate ticket consignment, mix-in events, private parties and picnics.

### **Livent Inc.**

165 Avenue Rd., Ste. 600  
Toronto, Ontario, Canada M5R 3S4  
(416) 925-7466  
(416) 324-5495 FAX  
Contact: Chris Gibbs

Livent Inc. is one of North America's leading producers of live theatrical productions such as, *The Phantom of the Opera*, *Show Boat*, *Joseph and the Amazing Technicolor Dreamcoat*, *Candide* and *Ragtime*. Call to organize a group of 20 or more employees.

### **Medieval Times Dinner & Tournament**

7662 Beach Blvd.  
Buena Park, CA 90620-1838  
(714) 634-0213  
(714) 670-2721 FAX  
Internet: www.MedievalTimes.com  
Contact: Jim Lennartson

Medieval Times exclusive KnightClub Card now offers a savings of 15 percent off regular adult or child admission any day but Saturday. Valid at California; Chicago; Dallas; Florida; New Jersey and Ontario, Canada castles. Come to Medieval Times and have the knight of your life. Join royalty in a feast for your eyes, your ears, your appetite and your sense of adventure!

### **Monterey Bay Aquarium**

886 Cannery Row  
Monterey, CA 93940  
(408) 644-7537  
(408) 648-7960 FAX  
Contact: Laurie Browning

The first major expansion of the Monterey Bay Aquarium is a project on a grand scale, featuring animals like giant ocean sunfish, which can weigh a ton or more. The new Outer Bay galleries feature life of the open-ocean—the first exhibits of this vast habitat ever created on a scale that fits the environment they depict. The Outer Bay exhibit alone is a million-gallon indoor sea, contained behind the largest window on earth. From tiny plankton and jewel-like jellies to sea turtles, soupfin sharks and fast-swimming tuna, the Outer Bay galleries bring people closer to life of the ocean realm than ever before. You can offer advance tickets to your employees that guarantee "no-waiting" entry, even on holidays. Corporate discount tickets available. Call the corporate sales office at (408) 644-7537.

### **New York Yankees**

Yankee Stadium  
161st & River Ave.  
Bronx, NY 10451-2194  
(212) 293-4300 ext. 552  
(212) 293-6013  
Contact: Tony Morante

Baseball season is April through October. New York Yankees offers special group rates and special event facilities. Guided tours available Monday through Friday 10 a.m. - 4 p.m. by appointment year-round (non-game days only). Minimum groups of 12 people. Adults \$6, Children \$3, Students \$2, Senior Citizens \$1.

### **Paramount's Kings Island**

c/o Group Sales  
6300 Kings Island Dr., P.O. Box 901  
Kings Island, OH 45034-0901  
(800) 288-0808  
(513) 573-5800  
(513) 573-5725 FAX  
Contact: Manager

Paramount's Kings Island: Kings Island, OH, I-71. Paramount's Kings Island, America's premier family theme park, features rides, shows, games, shops, a water park and the world's first totally enclosed, catapult-driven, multi-inversion roller coaster: Outer Limits™. Flight of Fear™. Paramount's Kings Island is open weekends only April 12-May 18, daily May 24-August 24 and thereafter, selected weekends through October 25.

### **Parrot Jungle & Gardens**

11000 SW 57th Ave.  
Miami, FL 33156  
(305) 669-7007  
(305) 661-2230 FAX  
Internet: www.florida.com/parrotjungle  
Contact: Judy Goldman

This unique bird sanctuary, wildlife habitat and botanical garden is celebrating 60 years of family fun and entertainment. Trained bird show, wildlife show and rainforest adventure; baby apes, alligators, crocodiles, playground and petting zoo. Call for information on corporate picnics, group rates and employee admission discount program.

### **San Diego Zoo**

#### **San Diego Wild Animal Park**

10946 Willow Ct., Ste. 300  
San Diego, CA 92127  
(619) 675-7900  
(619) 675-7911 FAX  
Contact: Mary Lou Antista-Suba

At the San Diego Zoo and the San Diego Wild Animal Park, we offer ticket consignment programs, Zoofari Club card program for companies with 100-plus employees, picnics and group outings for all sizes of groups.

### **SHEAR MADNESS**

National Sales Office  
74 Warrenton St.  
Boston, MA 02116-5622  
(800) 992-9035  
Contact: Janis James

Shear Madness is the hilarious whodunit where the audience takes a stab at catching the killer. Set in a unisex hairstyling salon that is the scene of a wacky murder, the play is filled with up-to-the-minute spontaneous humor and it's different every time you see it. Delighting audiences in Boston, Chicago and at the Kennedy Center in Washington, DC. Generous group discounts are available. Now booking through '97.

**Silver Dollar City, Inc.**

HCR 1, Box 791  
 Branson, MO 65616  
 (417) 338-8046  
 (417) 338-8136 FAX  
 Contact: Linda McAllister

1890s entertainment park, pioneer crafts village, living history museum and special events showplace all in one...that specializes in fun. Stroll along tree-lined streets, visit with master craftsmen at work and stop in for lively shows. Discover Branson's best!

**Sony Theatres**

Passport Sales Office  
 205 Dartmouth St.  
 Boston, MA 02116  
 (800) 576-7849  
 (617) 425-5177  
 E-mail: sonyksp@aol.com  
 Contact: Kara Pope

Receive over 40 percent off the regular evening box office price with Sony Theatres Passport Movie Tickets! Passport Tickets are the perfect low-cost employee benefit! Passport Tickets may be used as rewards, a corporate thank-you, sales incentives or simply resell tickets to your employees. Passport Tickets may be purchased through the Passport Sales Office or your local movie theatre with a company check.

**Sports Marketing Int'l. (SMI, Inc.)****Moscow State Ballet**

27 E. Housatonic St.  
 Pittsfield, MA 01201-6407  
 (800) 320-1733 Reserv.  
 (413) 499-1733  
 (413) 499-3820 FAX  
 Contact: Cliff Fields

Moscow State Ballet's enchanting Nutcracker 1997 Tour Nov. 14-Dec. 28. Beautiful dancing, lavish sets and costumes, a holiday tradition loved by all generations. Russian souvenirs. The '97 tour includes Washington, DC; Baltimore, MD; Providence, RI; Durham, NC; New Orleans, LA; Purchase, NY; Jackson, MS; Little Rock, AR (other cities to be announced). Tickets: \$18-\$40 (Washington, DC and Purchase, NY \$45). Discounts available for NESRA members. Please inquire about 40 percent discounts on gold circle seating.

**St. Augustine Scenic Cruise, Inc.**

4125 Coastal Hwy.  
 St. Augustine, FL 32095  
 (904) 824-1806  
 (904) 826-0897 FAX  
 Contact: Elizabeth Usina

Scenic Cruises on Victory III—Bayfront just south of Bridge of Lions. Narrated sightseeing cruises along St. Augustine's beautiful Bayfront and Matanzas Bay. Bring binoculars and camera to watch dolphin and a variety of birds in their natural habitat.

Leaves Municipal Marina daily, including twilight cruises. Call for schedule.

**Tom Collins Enterprises**

5015 E. Marino Dr.  
 Scottsdale, AZ 85254  
 (602) 482-2000  
 (602) 482-8200 FAX  
 Contact: Larry Sadoff

We produce and tour the Tour of World Figure Skating Champions throughout the U.S.

**United Artists Theatre Circuit, Inc.**

9110 E. Nichols Ave., Ste. 200  
 Englewood, CO 80112-3451  
 (303) 792-8773  
 (303) 792-8822 FAX  
 Contact: Joanne Dunn

United Artists VIP Theatre Tickets offer an innovative, economical way to treat your employees to top box office hits! Priced substantially below box office prices, VIP Tickets can be resold to employees, or given as a gift, prize or reward. Valid at any United Artists Theatre nationwide.

**Universal Studios Florida**

1000 Universal Studios Plaza  
 Orlando, FL 32819-7605  
 (407) 363-8214  
 (407) 363-8290 FAX  
 Contact: Randy Gerber  
 Twee Owens

The Universal Studios Florida FAN CLUB is an exciting program offered free to companies with 100 or more employees, offering special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

**Universal Studios Hollywood**

P.O. Box 8620  
 Universal City, CA 91608  
 (714) 634-3663 (Fan Club Hotline)  
 (818) 622-6844 (Corp. Programs)  
 Contact: Susan McCloskey

Get ready to live the most spine-tingling adventure in 65 million years when JURASSIC PARK—THE RIDE brings the biggest block buster ever thundering to life. Then catch a tidal wave of action and an ocean of thrills in WATERWORLD—A LIVE SEA WAR SPECTACULAR! Scream through time on BACK TO THE FUTURE—The Ride. And feel the heat of BACKDRAFT and much, much more. Take advantage of our consignment ticket programs and Fan Club opportunities available to all NESRA members.

**Walt Disney's****Magic Kingdom Club**

P.O. Box 4489  
 Anaheim, CA 92803-4489  
 (714) 781-1550  
 (714) 781-1540 FAX  
 Contact: Any Representative

The Magic Kingdom Club offers a variety of Disney leisure benefits and discounts at Disneyland Resort, Walt Disney World Resort, Disneyland Paris and Tokyo Disneyland to employees of more than 40,000 participating organizations throughout the U.S., Canada, Mexico, Europe and Japan. Your Magic Kingdom Club Membership Card and Guide are available at your personnel or recreation office.

**Water Mania**

6073 W. Irlo Bronson Hwy.  
 Kissimmee, FL 34747  
 (407) 396-2626  
 (407) 396-8125 FAX  
 Contact: Patricia Paul

Water Mania, Florida's Water Theme Park features 36 acres of zoomin, splashin' fun with thrill slides, wave pool, surfing, multiple kiddie pools, Cruisin Creek, bumper boats for kids and a three-acre picnic area. Special offer for NESRA members: Kool Klub discount card offers 50 percent off regular admission as well as discounts throughout the park.

**Wet'n Wild Florida, Inc.**

6200 International Dr.  
 Orlando, FL 32819-8239  
 (407) 351-1800  
 (407) 363-1147 FAX  
 Contact: Joy Valha

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington and Garland, TX offering a \$3 Sun'n Surf Club discount to NESRA members at all locations.

**Wisconsin Dells Passport To Pleasure Program**

560 Wisconsin Dells Pkwy.  
 Wisconsin Dells, WI 53965  
 (608) 254-2525  
 (608) 254-6103 FAX  
 E-mail: TBInc@aol.com  
 Contact: Kristi Meister

Save up to 35 percent on the area's most popular attractions—the more you see, the more you save. Call or FAX for further details on this free industrial promotion.

# Fitness/Sports Equipment & Sportswear

## Camp David Apparel

7920 Foster St.  
Overland Park, KS 66204  
(800) 448-2267  
(919) 648-0573  
(913) 648-7444 FAX  
Contact: Nancy Gray

Camp David offers fashionable upscale apparel and hats with the highest quality embroidered logos, denim and twill shirts, sweatshirts, polos, jackets and T-shirts. Select from customized Camp David designs or corporate designs. Low minimums.

## College House, Inc. (The)

601 Cantigue Rd.  
Westbury, NY 11590  
(800) 888-7606  
(516) 334-7600  
(516) 334-7354 FAX  
Contact: Ned Jones

College House proudly produces a complete line of 100 percent made-in-the-U.S.A. screenprinted and embroidered sportswear. We offer custom, innovative graphics created by our in-house Art Department. Please call for catalog and details about our NESRA program.

## Gear For Sports

9700 Commerce Pkwy.  
Lenexa, KS 66219-2402  
(800) 423-5044  
(913) 888-0535  
(913) 888-4273 FAX  
Contact: Kirk Kowalewski  
Daryl Donati

Gear For Sports offers a complete line of high quality sportswear: T-shirts, shorts, sweatshirts, polos, woven shirts, sweaters and outerwear. We embroider or silkscreen these garments with your company name, logo or create a custom design just for you.

## Hillerich & Bradsby Co., Inc.

P.O. Box 35700  
Louisville, KY 40232-5700  
(502) 585-5226  
(502) 585-5248 FAX  
Contact: Bill Williams

Hillerich & Bradsby Co., Inc. is the manufacturer of Louisville Slugger® baseball/softball wood/aluminum bats, fielders' gloves, equipment, accessories and Power Bilt® golf clubs, equipment and accessories. Write or call for more information.

## Hind, Inc.

3765 S. Higuera  
San Luis Obispo, CA 93401  
(800) 235-4150  
(805) 544-8555 ext. 1206  
(805) 544-6536 FAX  
Contact: Greg Martin

As the original innovator of technical apparel, HIND, Inc. is the acknowledged leader for design and production of state-of-the-art athletic wear. Designed and produced entirely in the USA, Hind's run, track, swim, cycling and fitness collections emphasize fit, quality and innovation. Call our 800 number for more information.

## Landmark Products Corporation

314 N. 11th St.  
Blue Springs, MO 64015  
(816) 229-7774  
Contact: Russell Mende

Family Pride® Products: T-shirts, sweatshirts, ad-specialties, trademarked and copyrighted custom designs expressing the unique relationship between work and family. Landmark Products captures the essence of people as employees and family members reflecting their pride.

## NordicTrack

105 Peavey Rd., P915  
Chaska, MN 55318  
(800) 245-6108  
(612) 368-5771 FAX  
Contact: Ken Paxton

NordicTrack, the world's leader in home fitness equipment, is providing NESRA members the opportunity to purchase our complete line of fitness equipment at a preferred NESRA savings of 15 percent. This savings is made available through BeneFitness, NordicTrack's Corporate Fitness Program.

## Pennine Computer Consulting Inc.

910 Old Way Dr.  
Webster, NY 14580  
(716) 671-0380  
(716) 671-7035 FAX  
Contact: Malcolm Kersey

Producers of "Organized Sports™"—Sports Management Software for Windows. A comprehensive sports management software that allows registration for team and non-team sports. Organized sports generates game schedules, assigns officials, tracks results and statistics, manages facilities and reserves facilities for any occasion.

## Rawlings Sporting Goods

1859 Intertech Dr.  
Fenton, MO 63026  
(314) 349-3519  
(314) 349-3580 FAX  
Contact: Jim Tietjens  
Dede Dierkes

Rawlings Sporting Goods offers a full line of sports equipment including baseball, softball, basketball, football and hockey. All Rawlings' products can be customized with a corporate or event logo. Rawlings' licenses include Official Basketball of the NCAA, Official Football of the NCAA and Official Baseball of the Major Leagues including All Star, League Championships and World Series Games.

## RSG Publishing Inc.

40512 Ann Arbor Trail  
Plymouth, MI 48170  
(800) 223-5877  
(313) 416-5300  
(313) 416-5389 FAX  
Contact: Eric Rasmussen

RSG Publishing Inc. is a publisher and distributor of *Michigan and Ohio Golfers Map & Guide* and *Powers North Eastern States* area golf guides. Complete directories of public golf courses with two-for-one green fee discount coupons. NESRA members receive 40 percent discount off cover price.

# Hotels/Resorts

## Multi-locations

### AmeriSuites

1775 The Exchange, Ste. 260  
Atlanta, GA 30339  
(800) 833-1516  
(770) 955-9007  
(770) 955-3806 FAX  
Contact: Kerry Durand

AmeriSuites: America's affordable all-suite hotels feature spacious suites with separate sleeping and living areas. Each suite includes refrigerator, microwave, wet bar and coffeemaker. Complimentary deluxe continental breakfast buffet is offered. Locations are Atlanta and Augusta, GA; Miami, Jacksonville and Tampa, FL; Little Rock, AR; Kansas City, MO; Flagstaff, AZ; Memphis and Nashville, TN; Richmond, VA; Greensboro, NC; Louisville, KY; Indianapolis, IN; Columbus, Cleveland and Cincinnati, OH; Detroit, MI; Chicago, IL; Columbia, SC; Dallas, TX and Baltimore, MD.

### Best Western Int'l, Inc.

6201 N. 24th Pkwy.  
Phoenix, AZ 85016  
(800) 528-1234  
(602) 957-5809  
(602) 957-5643 FAX  
Internet: <http://www.cybeypub.com/thisco/bw/common/affinity.html>  
Contact: Maribeth Brinkmann

Participating Best Western locations in the U.S., Canada and the Caribbean offer a 10 percent savings opportunity. For reservations and participating locations, call the 800 number and ask for your NESRA plan code OM #01139230. Some restrictions apply. Your Best Bet is a Best Western.

### Choice Hotels, Int'l.

10750 Columbia Pk.  
Silver Spring, MD 20901-4427  
(800) 4-CHOICE  
(301) 236-5138  
(301) 649-7286 FAX  
Contact: Andrea McGarry-Cremens

Choice Hotels Int'l. (CHI) is the largest American-owned franchised hotel chain in the world. CHI is made up of Sleep, Comfort, Quality, Clarion, Rodeway, Econo Lodge and Friendship Inns. Choice offers a 10 percent discount, a free continental breakfast and kids stay free, to NESRA members on advance reservations at participating hotels.

### Forever Resorts

P.O. Box 52038  
Phoenix, AZ 85072  
(602) 968-4349  
(602) 968-4355 FAX  
Internet: <http://www.foreverresorts.com>  
Contact: Raigan Irwin

Forever Resorts offers various vacation destinations including luxurious houseboat rentals available in NV, TX, MO and KY, as well as Holiday Inn-Estes Park, CO and Signal Mountain Lodge in the Grand Tetons. Discounts available for NESRA members.

### Hotel Reservation Network

8140 Walnut Hill Ln., Ste. 203  
Dallas, TX 75231  
(800) 964-6835  
(214) 361-7311  
(214) 361-7299 FAX  
Contact: Robert Diener

Hotel Reservation Network offers discount hotel rates of up to 65 percent off for NESRA members in major cities including New York, Boston, Washington, D.C., Chicago, Orlando, San Francisco, Los Angeles, Hawaii, London, Paris and South Florida. Stay first class at economy rates. Call for details.

### La Quinta Inns

7770 Regents Rd., #113-348  
San Diego, CA 92122  
(800) 531-5900 reserv.  
(619) 622-1838 phone/FAX  
Internet: <http://www.travelweb.com/laquinta.hn>  
Contact: Penny Burich

La Quinta Inns offers a 10 percent discount at 240 Inns nationwide to NESRA members. Most of the nationwide rates range from \$39-59. Rates vary depending on location, day of the week and availability. Rates are good for 1-2 people, children under 18 are free in your room. Call the 800 number above and ask for the NESRA rate.

### Motel 6

14651 Dallas Pkwy., Ste. 500  
Dallas, TX 75240  
(800) 4-MOTEL (466-8356)  
(214) 702-6926  
(214) 702-5947 FAX  
Contact: Ronda Wolpert

With more than 780 motels nationwide, Motel 6 offers the lowest prices of any national chain and always clean, comfortable rooms. You'll enjoy free local phone calls, no access charge for long distance, free HBO/ESPN and most offer a swimming pool. For toll-free reservations, call our 800 number.

### National Hospitality Marketing

1903 Walnut St., #525  
Philadelphia, PA 19103  
(215) 546-8525  
(215) 546-8262 FAX  
Contact: Susan Horn

National Hospitality Marketing offers one-stop shopping for your hotel needs. National Hospitality Marketing represents a variety of exceptional and affordable hotels and inns throughout the Midwest and Eastern regions of the U.S. Our hotels offer special packages and rates for members.

### Windmill Inns of America

2525 Ashland St.  
Ashland, OR 97520  
(800) 547-4747 Reserv.  
(541) 482-4481 Marketing  
(602) 577-0007 K. Stupp  
(541) 482-6841 FAX  
Internet: <http://www.mind.net/windmills>  
Contact: Kathy Stupp

Windmill Inns of America, a small hotel chain currently in Roseburg, Medford and Ashland, OR; Sun City West, Tucson and Chandler, AZ; San Francisco Bay Area, CA; with growth plans throughout the West. From deluxe guest rooms to two-room suite properties, guests can find superior quality at an exceptional value. NESRA discount is 15 percent.

## Arizona

### Best Western Green Valley

111 S. La Canada  
Green Valley, AZ 85614  
(800) 344-1441  
Internet: [BWGreenValley@Capstar.com](mailto:BWGreenValley@Capstar.com)  
Contact: Olivia Bedford

Twenty-five minutes south of Tucson and 40 minutes north of Nogales, Mexico off I-19. Convenient location for business and leisure travelers. 108 rooms surround a lovely courtyard, pool and spa; championship golf courses minutes away. Preferred corporate rate year-round through December, 1997.

### Embassy Suites Resort

5001 N. Scottsdale Rd.  
Scottsdale, AZ 85250  
(800) 648-4020  
(602) 949-1414 ext. 519 (in Ariz.)  
(602) 947-2534 FAX  
Internet: <http://mmm.arizonaguide.com/embassyscottsdale>  
Contact: Sarah Nunes

The 15-acre resort offers spacious two-room suites with galley kitchens. Daily complimentary breakfast and managers reception, airport transportation and *USA Today*. Walk to shopping, golf nearby. Restaurant, sports lounge, pools, spas, tennis and workout facility on site. Ask for NESRA rates.

## Arkansas

### Clarion Resort On The Lake

4813 Central Ave.  
Hot Springs, AR 71913  
(501) 525-1391  
(501) 525-0283 FAX  
Contact: Jennifer Smith

Clarion Resort On The Lake is located on beautiful Lake Hamilton, conveniently located to popular attractions, shopping malls and many restaurants. The Clarion will be known as the resort setting the trend to *relax and regroup*. Our goal: Creating traditions in relaxation!

## California

### Anaheim Inn At The Park

1855 S. Harbor Blvd.  
Anaheim, CA 92802  
(714) 750-1811  
(714) 971-3626 FAX  
Contact: Don Cooke

Anaheim Inn At The Park is a full-service hotel featuring 500 rooms located one block from Disneyland. Complimentary shuttle service provided. Fine dining available at our Overland State Restaurant. Spacious swimming pool for a relaxing ambiance. Numerous banquet facilities.

### Anaheim Ramada Inn

1331 E. Katella Ave.  
Anaheim, CA 92805  
(800) 228-0586  
(714) 978-8088 x439  
(714) 937-5622 FAX  
Contact: Loreta Shaddock

The Anaheim Ramada Inn (receiver of the Ramada Gold Key award for the second time) stands for exceptional service and cleanliness. This beautifully landscaped property with palm trees and a 10-foot rock waterfall is located less than one mile from Disneyland with free shuttle service. Amenities include tea/coffee makers in all rooms, remote control TV with on-screen movie menus, in-room safes, large heated pool, whirlpools, men and women's sauna rooms, state-of-the-art fitness facility, full-service restaurant (with room service) and sports bar. NESRA rate: (1-4 persons per room): \$45 plus tax valid 1/2/97-3/14/97 and 10/1/97-12/31/97. \$49 plus tax, (1-4 persons per room) valid 3/15/97-9/30/97.

### Best Western Seven Seas Lodge

411 Hotel Circle S.  
San Diego, CA 92108  
(619) 291-1300  
(619) 291-6933 FAX  
Contact: Lois Triviz

Best Western Seven Seas Lodge features 307 guest rooms, two mini-suites, one full suite and a limited amount of kitchenettes, in-room coffee, heated pool, two hot therapy pools and valet and laundry facilities and restaurant, free parking, with complimentary shuttle service to airport, Amtrack and local attractions. Pets accepted. Meeting and banquet facilities available.

### Continental Plaza at Los Angeles Airport

9750 Airport Blvd.  
Los Angeles, CA 90045  
(310) 645-4600  
(310) 645-7489 FAX  
Contact: Lana Sue Sawyer

Continental Plaza is a beautiful 570-room property located just minutes from Los Angeles International Airport. The hotel offers concierge service, boutique shopping, complimentary 24-hour airport shuttle, outdoor pool and restaurant. Excellent conference, meeting facilities and business services. Karaoke and daily complimentary hors d'oeuvres during happy hours in the Atrium Lounge. Special corporate and employee club rates available. Park and Fly program. Adjacent to beaches and local attractions.

### Embassy Suites Hotel/ Disneyland-Buena Park

7762 Beach Blvd.  
Buena Park, CA 90620  
(800) EMBASSY  
(714) 739-5600  
(714) 521-9650 FAX  
Contact: Cindy Cornell

This property offers all two-room suites featuring two color TVs, microwave, refrigerator, heated pool, whirlpool and BBQs. Complimentary cooked-to-order breakfast and cocktails/beverages each day. Disneyland shuttle provided. Walking distance to Knotts Berry Farm, Movieland, Medieval Times and Wild Bill's Extraganza. Complimentary shuttle to all attractions. Rates start at \$99 based on availability.

### Holiday Inn On The Bay

1355 N. Harbor Dr.  
San Diego, CA 92101  
(619) 232-3861  
(619) 232-3951 FAX  
Contact: Steve Kirby

Holiday Inn On The Bay is a downtown waterfront hotel with 600 rooms, conveniently located near all of San Diego's famous attractions. Regular rate range is \$169.95-\$179.95 and NESRA members can enjoy a special \$109.95 discounted rate based on space availability (through 12/97).

### KONA KAI Continental Plaza Resort & Marina

1551 Shelter Island Dr.  
San Diego, CA 92106  
(619) 221-8000  
(619) 221-5953 FAX  
Contact: Laurel Bates

This peaceful island hideaway was completely rebuilt into a distinctive full-service resort. It is surrounded by the crystal blue waters of San Diego Bay. Soft earthen tones merge with lush foliage and handcrafted furnishings inviting you to ease into our romantic untroubled world.

### Pacifica Hotel Company

1033 Anacapa St.  
Santa Barbara, CA 93101  
(805) 899-2400  
(805) 899-2424 FAX  
Contact: Nadine Turner

Hotel Values! Charming hotels in California—many on the beach. Ideal "getaway" locations. NESRA members receive 10 percent and many seasonal specials with further reduced rates. In Redondo Beach, Palm Springs, Marina Del Rey, Ojai, Santa Barbara, Pismo Beach, Cambria, Hermosa Beach, Venice, La Jolla, CA; Phoenix, AZ; and more.

### Regency Plaza Hotel

1515 Hotel Circle S.  
San Diego, CA 92108  
(800) 228-8048 Reserv.  
(619) 291-8790  
(619) 260-0346 FAX  
Contact: Etta Higgins

The Regency Plaza Hotel with 217 newly remodeled elegant spacious rooms, including 30 junior suites and 6,100 sq. ft. of meeting/banquet space, features Villani's Restaurant and Cocktail Lounge, an outdoor heated pool and spa, exercise room and arcade. Complimentary airport shuttle and coffee and newspaper daily in the lobby. Conveniently located in the heart of Mission Valley on Hotel Circle South, right off I8 and eight minutes from the airport, Sea World, the famous San Diego Zoo and Balboa Park and three minutes from Old Town and Fashion Valley Shopping Mall. NESRA special rate \$59 plus tax, 1-4 persons.



### **Stovall's Best Westerns Surrounding Disneyland**

1544 S. Harbor Blvd.  
Anaheim, CA 92802  
(800) 854-8175  
(714) 776-4800  
(714) 758-1396 FAX  
Contact: Scott Stovall

Stovall's Best Westerns of Anaheim offers four newly remodeled hotels surrounding Disneyland Park in Anaheim, CA and is centrally located to most southern California attractions. NESRA members receive special discount on Disney tickets and rates.

### **Trigild Corporation**

12555 High Bluff Dr., Ste. 330  
San Diego, CA 92130  
(619) 481-6767  
Contact: David Patterson

Hotel Management Company whose hotels vary in size and facility. Locations throughout CA. Receive \$5 off current rack rate or better at each participating location.

### **Caribbean**

#### **Radisson Aruba Caribbean Resort & Casino**

J.E. Irausquin Blvd. #81  
Palm Beach, Aruba,  
Dutch Caribbean  
(800) 333-3333  
(011) 297-8-66555  
(011) 297-8-63260 FAX  
Contact: Patrick Donovan

Aruba's classic resort offers spacious rooms and suites with views of tropical gardens or the sparkling Caribbean. On 1,500 feet of pristine white sand on famous Palm Beach, the resort features endless recreation, fantastic dining at six restaurants and lounges, colorful island dinner shows, a thrilling casino plus duty-free shopping. Special NESRA rate of \$159 per room per night 1/6/97-4/6/97 based on double occupancy. Tax and service charge not included. Subject to space and availability. Call for details.

### **Florida**

#### **Adam's Mark Caribbean Gulf Resort**

430 S. Gulfview Blvd.  
Clearwater, FL 34630  
(813) 298-5003  
(813) 442-8389 FAX  
Contact: Pamela Rieser

"A piece of Paradise" awaits you on beautiful Clearwater Beach. Here at the Adam's Mark Caribbean Gulf Resort you will find luxurious waterfront accommodations overlooking the white sands and warm aqua-blue waters of the Gulf of Mexico. The Adam's Mark features a large heated pool and whirlpool, superb dining, a high-energy dance club and Florida's most beautiful

sunsets from our waterfront Tiki Bar. Championship golf, tennis, boat rental and fishing excursions are nearby. To make your stay as carefree as possible, we offer laundry service, car rental, money exchange, complete tour planning assistance and much more.

### **Advantage Vacation Homes By Styles, Inc.**

2973 Vineland Rd.  
Kissimmee, FL 34746  
(407) 396-2262  
(407) 396-1588  
Internet: Styles@usvacationguide.com  
Contact: Jean Styles

Fully furnished two-, three-, four-, and five-bedroom vacation homes with private pools located within 10 miles of Walt Disney World Complex. Forty percent off rack rates.

### **Bilmar Beach Resort**

10650 Gulf Blvd.  
Treasure Island, FL 33706  
(813) 360-5531  
(813) 360-2362 FAX  
Internet: <http://www.gotampabay.com/bilmar>  
Contact: Danah Williams Heye

Beach Resort located on Treasure Island, just north of St. Pete Beach, casual, relaxing atmosphere. Most rooms gulf-front, many with fully equipped kitchenettes. NESRA members receive 30 percent discount Sun.-Thurs. and 10 percent discount Fri. & Sat. Effective dates: 11/1/96-1/31/97 and 4/19-12/31/97. Bookings accepted on a space available basis, major holidays are not included. Current employee I.D. or pay-check stub required at check in. Advance reservations accepted 10 days in advance.

### **Buena Vista Suites**

14450 International Dr., W.  
P.O. Box 22826  
Lake Buena Vista, FL 32830  
(800) 537-7737 Reserv.  
(407) 239-8588  
(407) 239-1401 FAX  
Contact: Elaine Bost

Looking for a treat for the whole family? Located one-and-a-half miles from Walt Disney World Resort, Buena Vista Suites is in the center of all there is to see and do in Orlando, and convenient to all major attractions. Buena Vista Suites features 280 spacious two-room suites with a private bedroom and separate living room with a sofa bed—accommodates up to six people (Max four adults). Your suite includes an in-room coffee maker, refrigerator, microwave and wet-bar, two TVs and a video player. Enjoy a free full American breakfast buffet daily and free scheduled transportation to the Magic Kingdom, Epcot Center and the Disney/MGM Studios. NESRA Suite Travel Club Special—\$99 plus 11 percent tax per suite, per night. Rate subject to availability

and advance reservations required. Must request NESRA rate when booking and show company I.D. at check-in. Rate valid through 12/23/97.

### **Colonial Plaza Inn**

2801 E. Colonial Dr.  
Orlando, FL 32803-5068  
(407) 894-2741  
(407) 896-9858 FAX  
Internet: RBARNES788@AOL.com  
Contact: Debra Vineyard

NESRA rates: \$34 and \$39 (seasonal). The Colonial Plaza Inn is within walking distance to two malls with over 35 restaurants and theaters and convenient to all attractions. It is AAA-approved with a friendly staff, free HBO and use of safety deposit boxes. Refrigerators in rooms, two heated pools, whirlpool, and cafe on property.

### **Days Inn Lake Buena Vista Resort & Suites**

12205 Apopka-Vineland Rd.  
Orlando, FL 32836  
(407) 239-0444  
(407) 239-1778 FAX  
Contact: Carole Reeves

This eight-acre luxurious resort hotel located in the heart of Lake Buena Vista is just 1/8 mile from the entrance to the Walt Disney World resort area. Resort amenities include free bus service to Disney Parks, a three-acre tropically landscaped courtyard with sparkling olympic size pool and sundeck, kiddie pool, jungle gym, ping pong and video arcade game room. Over 60 restaurants, nightspots and shops within walking distance. On-site Oasis Restaurant and Lounge near Poolside Deli and snack center. Room service is available. The resort is a 4 Sunburst Days Inn and you can be assured of quality accommodations and a friendly caring staff for your upcoming visit to Central Florida.

### **Days Inn Maingate West of Walt Disney World**

7980 W. Irlo Bronson Memorial Hwy.  
Kissimmee, FL 34747  
(800) 327-9173  
(407) 396-1000  
(407) 396-6542 FAX  
Contact: Joseph Thomas

Just 2/5 miles from the entrance to the Walt Disney World Resort, Days Inn Maingate West of Walt Disney World offers affordable newly renovated accommodations with each guest quarter containing a mini-refrigerator and safe. Complimentary shuttle service is also available to all three Disney parks. Rates (based upon availability) \$29 (low season) and \$39 (peak season). Call our 800 number for more information.

### **Enjoy Florida Hotels**

7514 W. Irlo Bronson Hwy.  
Kissimmee, FL 34747-1724  
(800) 365-6935  
(800) 290-2885 Group Reserv.  
(407) 240-7100  
(407) 390-1182 FAX  
Contact: Louise Norman

Enjoy Florida Hotels offers six properties in the Orlando/Kissimmee area with a variety of rates and amenities. All hotels have free Disney shuttle and are conveniently located to major attractions. The Holiday Inn Express on International Drive offers complimentary breakfast bar. Econo Lodge Maingate East, Econo Lodge Maingate Hawaiian, Ramada Inn Westgate, Ramada Inn Resort Maingate and Holiday Inn Maingate West are in the Kissimmee attraction area.

### **Florida Vacation Station**

2345 Sand Lake Rd., Ste. 100  
Orlando, FL 32809  
(800) 892-7523  
(407) 363-7475  
(407) 354-2109 FAX  
Contact: Kevin Quinn

Florida Vacation Station—Orlando's premier collection of themed resorts. You'll find a world of ways to relax and have fun—vacation after vacation and only minutes away from a myriad of attractions including Walt Disney World, Universal Studios and Sea World.

### **Holiday Inns Florida Collection**

1300 N. Atlantic Ave.  
Cocoa Beach, FL 32931  
(407) 248-2164  
(407) 783-2271  
(407) 351-2963 FAX  
Contact: Jean Clayborn

Six deluxe Holiday Inns in Florida's most requested locations offer special NESRA rates. Orlando International Airport; Orlando International Drive Resort; Orlando NIKKI Bird Resort, Disney World area; Winter Park; Cocoa Beach Oceanfront Resort and Tampa Busch Gardens.

### **Holiday Inn Main Gate East**

5678 W. Irlo Bronson Mem. Hwy.  
Kissimmee, FL 34746  
(407) 396-4488  
(407) 396-8915 FAX  
Contact: Terry McDonald

Family fun resort, minutes from Disney. Rooms include microwave, refrigerator, coffee/tea maker and VCR. Free scheduled Disney shuttle. State licensed childcare at "Camp Holiday" from 2-10 p.m., ages 3-12 and kids-eat-free program for ages 12 and under.

Holiday Inn Orlando-Altamonte Springs  
230 W. Hwy. 436  
Altamonte Springs, FL 32714  
(800) 226-4544  
(407) 682-5982 FAX

The Holiday Inn Orlando-Altamonte Springs offers NESRA members a \$59 rate through 12/30/97. We offer a full service restaurant, featuring Sunday champagne brunch, high energy lounge, olympic size swimming pool and a 24-hour fitness center.

### **Las Palmas Hotel Disney World Area**

6233 International Dr.  
Orlando, FL 32819  
(800) 327-2114  
Contact: Tonda Chastain

Located one mile from Universal Studios, across from Wet'n Wild and walking distance to shopping and restaurants, the Las Palmas Hotel has 262 rooms, swimming pool, lounge, restaurant, and banquet facilities. NESRA rate \$45 plus 10 percent tax. Call for reservations.

### **Oceans Eleven Resorts, Inc.**

2025 S. Atlantic Ave.  
Daytona Beach Shores, FL 32118-5007  
(800) 874-7420  
(904) 257-1950  
(904) 253-9935 FAX  
Contact: Julie Arens

Oceans Eleven Resorts, Inc.'s six AAA-rated oceanfront hotels in Daytona Beach, FL: Acapulco Inn, Beachcomer Oceanfront Inn, Casa del Mar Beach Resort, Bahama House, Best Western Mayan Inn and Treasure Island Inn offer discounts up to 50 percent to NESRA members. All six hotels are located directly on the ocean and feature swimming pools, whirlpools, color cable TV and year-round recreation programs. Personalized discount flyers are available upon request.

### **Quality Suites Hotel/ U.S.F. @ Busch Gardens**

3001 University Center Dr.  
Tampa, FL 33612  
(800) 786-7446  
(813) 971-8930  
(813) 971-8935 FAX  
Contact: Marcia Gallagher

Quality Suites Hotel at Busch Gardens offers 150 two-room suites, including two remote control TVs, refrigerator, microwave, coffeemaker, recliner, stereo and video cassette player. Your special NESRA rate includes free, "hot," full-American breakfast buffet and cocktails 4-7 p.m. daily.

Radisson Inn Sanibel Gateway  
20091 Summerlin Rd.  
Ft. Myers, FL 33908  
(941) 466-1200  
(941) 466-3797 FAX  
Contact: Julie Revis

Your employees can "cool their heels" on the gulf coast of Florida. Perfect location two miles from Sanibel Island causeway and five miles from Ft. Myers Beach. Spacious guest rooms surround a tropical courtyard with olympic-style heated pool and giant whirlpool. Call direct to enroll your company in our "Employee Getaway Club."

### **Radisson Plaza Hotel Orlando**

60 S. Ivanhoe Blvd.  
Orlando, FL 32804  
(407) 425-4455  
(407) 843-0262 FAX  
Contact: Lisa Peterson

The newly renovated Radisson Plaza Hotel Orlando is a 340-room, full-service, deluxe hotel. Offering an outdoor pool, tennis courts and health club, the Radisson Plaza is ideally located just minutes from downtown, the International Airport and all of Central Florida's most exciting attractions.

### **Radisson Resort Parkway**

2900 Parkway Blvd.  
Kissimmee, FL 34747  
(800) 634-4774  
(407) 396-6792 FAX  
Contact: Mimi Vielhauer

The Radisson Resort Parkway is located just one-and-a-half miles from Walt Disney World. Parkway has two pools; one with waterfall/waterslide. Other features: Restaurant, lounge, deli, fitness center, snack bar, kids-eat-free program, free scheduled transportation to major attractions, laundry facilities, Pizza Hut Pizza and tropical gardens.

### **Radisson Twin Towers Orlando**

5780 Major Blvd.  
Orlando, FL 32819  
(407) 351-1000  
(407) 352-8556 FAX  
Contact: Debi Lake

Located at the entrance of Universal Studios Florida, Radisson Twin Towers Hotel Orlando caters to both business and vacation travelers. We provide 760 designer-appointed rooms and offer restaurants and lounges, 24-hour room service and a variety of services on the concourse level.

### **Sheraton Harbor Place Hotel**

2500 Edwards Dr.  
Fort Myers, FL 33901  
(941) 337-0300  
(941) 334-6835 FAX  
Contact: Sonia Williams

Luxury conference and convention hotel offering approximately 10,000 sq. ft. of meeting space with 30,000 additional meeting space at the Harborside Convention Center two blocks away. Golf courses nearby and Sanibel and Captiva beaches just a 40-minute drive.

### **Sheraton Inn Lakeside**

7769 W. Irlo Bronson Mem. Hwy.  
Kissimmee, FL 34747  
(800) 848-0801  
(407) 396-2222 ext. 7488  
(407) 396-7087 FAX  
Contact: Kasey McLarry

Sheraton Inn Lakeside, a 651-room resort one-and-a-half miles from Walt Disney World's main gate, offers guests free use of paddleboats on our private lake, three pools, complimentary transportation to the Walt Disney World theme parks and kids 10 and under eat breakfast and dinner free when accompanied by a paying adult. NESRA members will receive up to a 50 percent discount through the Vacation Magic Club (VMC). Subject to availability and the VMC rates are noncommissionable. Call to enroll your company.

### **Summerfield Suites Hotel Orlando**

8751 Suiteside Dr.  
Orlando, FL 32836  
(800) 833-4353  
(800) 830-4964  
(407) 238-0777  
(407) 238-0778 FAX  
Internet: <http://www.travelbase.com/destinations/Orlando/summerfield-suites/>  
Contact: Terri Caracuzzo

Beautiful one- and two-bedroom all-suite hotel features full-size kitchens, living rooms, two private bathrooms, separate telephone lines and voice mail in each bedroom; color TV in each room and a video player in each suite. Complimentary continental breakfast daily. Centrally located to all attractions. This new property offers 150 suites and complimentary scheduled transportation into Walt Disney World. NESRA discount of 15 percent off rack rate subject to availability. This discount also applies to Summerfield Suites on International Drive.

### **Tollman-Hundley Hotels**

5820 W. Irlo Bronson Hwy.  
Kissimmee, FL 34746  
(800) 445-3297  
(407) 396-8669  
(407) 396-1228 FAX  
Contact: Timothy Webb

Eight unique hotels catering to group and individual travelers. Budget, moderate and first class hotels featuring rooms and suites are located near all major attractions. Family accommodations at affordable prices. Days Inns—Maingate East; Orlando/Lakeside Inn/Lodge Florida Mall; Lake Buena Vista Village; East of Universal Studios along with Days Suites-East of Magic Kingdom; Quality Suites/Maingate East and Orlando Heritage Inn.

### **Vistana Resort**

P.O. Box 22051  
Lake Buena Vista, FL 32830-2051  
(407) 239-3330  
(407) 239-3131 FAX  
Contact: Cathy Duncan

Stay only one mile from the Walt Disney World Complex, in spacious two-bedroom, two-bath villas (sleeps 6-8) situated within an exclusive neighborhood setting, offering numerous amenities: five adult and five children's pools, seven whirlpools, two complimentary fitness centers, 13 tennis courts, miniature golf, organized activities for all ages and all the comforts of home including fully equipped kitchens, washer/dryer and daily housekeeping. NESRA discount 50 percent off rack rates subject to availability.

### **Mississippi**

### **Fitzgerald's Casino/Hotel/RV Park**

711 Lucky Ln.  
P.O. Box 327  
Robinsville, MS 38664  
(800) 766-5825  
(601) 363-7160 FAX  
Contact: John Fortner

Located in Tunica County just south of Memphis, TN, Fitzgerald's new 507-room hotel opened August 1, 1996 featuring views of the Mississippi River, casino, indoor pool and gift shop. NESRA members receive 15 percent discount.

### **Nevada**

### **Best Western Mardi Gras Inn**

3500 Paradise Rd.  
Las Vegas, NV 89109-3611  
(800) 634-6501  
(702) 731-2020  
(702) 731-4005 FAX  
Contact: Mary Jo LeClaire

Best Western Mardi Gras is conveniently located three blocks from "the strip," one block from the convention center and 10 minutes from the airport. Each of our mini-suites features a spacious living room, wet bar, refrigerator and complimentary in-room coffee. A restaurant and lounge, mini-casino, swimming pool, spa, video games, beauty salon and a gift shop are located on premises. Free shuttle service is available.

### **Blair House Suites**

344 E. Desert Inn Rd.  
Las Vegas, NV 89109  
(800) 553-9111  
(702) 792-2222  
(702) 792-9042 FAX  
Contact: CeCe Knapp

The Blair House Suites is an all-suite property two blocks from the strip and two blocks from the Convention Center. NESRA member rates \$45 weekday and \$65 weekends.

### **Don Laughlin's Riverside Resort Hotel**

P.O. Box 500  
Laughlin, NV 89029  
(800) 227-3849  
(702) 298-2535  
(702) 298-2638 FAX  
Contact: Daria Stellwag

Located on the beautiful Colorado River, this resort offers 1,405 spacious rooms and suites, 1,500 slot machines, "21" Craps, Bingo, Keno, Poker room with Colorado River view and Roulette. It also features gourmet dining, 24-hour restaurant, Prime Rib Room, Buffet Room seating 422, two pools, six first-run movie theaters, lounge entertainment, Western dance hall, top name performers in Don's Celebrity Theater, Race and Sport book, convention facilities, dance studio, tea dances, 900 RV spaces and a 119-passenger tour boat.

## Reservations Plus

2275-A Renaissance Dr.  
Las Vegas, NV 89119  
(800) 805-9528  
(702) 795-3999  
(702) 795-8767 FAX  
Contact: Robert Colvin

Reservations Plus offers a 10 percent NESRA discount on all advertised Las Vegas and Laughlin Hotel Packages and room-only accommodations. Additional services include car rentals, sightseeing tours, show tickets, golf arrangements, honeymoon and wedding packages. Call our 800 number.

## New Jersey

### Claridge Casino Hotel

Broadwalk & Park Pl.  
Atlantic City, NJ 08401  
(609) 340-3500  
(609) 340-3867 FAX  
Contact: Barbara McKernan

## New York

### JFK Ramada Plaza Hotel and Conference Center

Vanwyck Expressway  
JFK International Airport  
Jamaica, NY 11430  
(718) 995-9000  
(718) 995-9075 FAX  
Contact: Jean Jackson

JFK's Ramada Plaza Hotel and Conference Center with 475 rooms, restaurant lounge, shuttle to JFK terminals, full compliance government fire/safety, offers facilities for trade shows of 50 booths, banquet up to 600, full catering and parking for 500. Twenty-five miles to Manhattan beaches. Discount 30 percent off rack rate and 20 percent off food.

## Ohio

### Holiday Inn Express—Kings Island

5589 Kings Mills Rd., P.O. Box 425  
Kings Island, OH 45034-0425  
(800) 227-7100  
(513) 398-0970  
(513) 398-9537 FAX  
Contact: Tracey Paugh

Holiday Inn Express Kings Island located across from Paramount's Kings Island Theme Park, offers a 10 percent discount off regular room rates Friday nights and a 15 percent discount Sunday-Thursday nights. (Discounts do not apply to double plus rooms or suites, and this discount is not valid in conjunction with any other discount or promotion.) Advance reservations suggested and awarded based upon room availability. Call to request discount flyers. Not valid Saturday nights, summer season, holidays or special events.

*Hotels/Resorts*

## Pennsylvania

### Caesars Pocono Resorts

P.O. Box 40  
Lakeville, PA 18438  
(800) 327-3992  
(717) 226-4506  
Contact: David Good

Caesars Pocono Resorts (Cove Haven, Paradise Stream, Pocono Palace and Brookdale) are the nongaming entities of Caesars World, Inc. Located in the scenic Pocono Mountains of Pennsylvania, these four resorts feature all-inclusive packages for both the couples and family markets. Employee/member discounts are available through the Getaway Club Discount Card program. Call for more information.

## Tennessee

### Grand Resort Hotel & Convention Center

P.O. Box 10  
Pigeon Forge, TN 37868  
(800) 472-1188  
(423) 453-1766  
(423) 428-1500 FAX  
Contact: Ben Humphries

Experience the ultimate in luxurious accommodations at the Grand Resort Hotel & Convention Center nestled at the foot of the Great Smoky Mountains in action-packed Pigeon Forge. This complex offers 425 spacious accommodations, full-service restaurant, gift shop, indoor/outdoor pool and 75,000 sq. ft. of convention space.

# Merchandise/ Discount Cards

### Atwood Richards, Inc.

99 Park Ave.  
New York, NY 10016  
(212) 490-1414  
(212) 661-8343  
Contact: Allan Idelson

Barter Company specializing in the distribution and sale of manufacturer's overruns, surplus, excess inventories and specializing in consumer goods.

### American Design Studios, Inc.

6353 Corte Del Abeto #106  
Carlsbad, CA 92009  
(619) 438-8880  
(619) 438-8488 FAX  
Contact: Bob Vitro

Apparel manufacturers supplying better quality adult and children's wear with a full-service graphics design team and providing embroidery and printing services.

### American Harvest

4064 Peavey Rd.  
Chaska, MN 55318  
(612) 448-4400  
(612) 448-3864 FAX  
Contact: Deb Watnaas

NESRA members receive 20-30 percent off suggested retail pricing on American Harvest's most popular products and accessories from our housewares and fitness product lines. American Harvest promotes a healthier lifestyle with food, fun and fitness! Call for more information.

### Burnes of Boston Terragraphics, Inc./ Carr/Rare Woods

225 Fifth Ave., Ste. 929  
New York, NY 10010  
(800) 254-1894  
(212) 685-3950  
(212) 447-5171 FAX  
Contact: Myrna Zarrell

Burnes of Boston is the largest frame and photo album manufacturer in the U.S. Terragraphics is an upscale line of fine photo frames. M.W. Carr frames has a complete line of engraveable frames as well as many odd sizes. Rare Woods is our newest line of contemporary wood frames and beautiful wood boxes. Special discounts and dating programs available for all employee stores.

**Century Products Co.**

9600 Valley View Rd.  
Macedonia, OH 44056-2096  
(216) 468-2000 ext. 4379 or 4316  
(216) 650-2875 FAX  
Contact: Carol Helminski  
Cathy Swaney

Century Products Co. is the largest manufacturer of car seats in the U.S. and has been a leading manufacturer of juvenile products for over 30 years. Dedicated to quality with a commitment to research and development, Century Products has been an industry leader in the introduction of innovative, safety conscious products for baby. Century Products manufactures the following juvenile products: car seats, strollers, walkers, high chairs, swings, infant carriers, bath items, playards and bassinets.

**Cherry Hill Furniture  
Carpet & Interiors**

P.O. Box 7405  
Furnitureland Station  
High Point, NC 27264  
(800) 328-0933  
(800) 888-0933  
(910) 882-0900 FAX  
Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture and carpet direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture. Nationwide in-home delivery is available.

**Crosby Enterprises**

3 Hop Brook Rd.  
Brookfield, CT 06804  
(203) 740-2822  
(203) 775-3749 FAX  
E-mail: Crosbee@aol.com  
Contact: Nicholas Castellano

Crosby Enterprises is dedicated to re-establishing American family values by providing NESRA members with educational products of the highest quality and excellent value at special discounted prices through employee benefit programs. Our expertise ranges from preschool phonics programs, math programs, study skill programs, vocabulary programs, language arts, reading for enjoyment to general reference sets (print and electronic media on CD-ROM) and computer software. We provide a wealth of information combined with cutting edge learning tools to help prepare your employees' families for the 21st Century. Call for more information.

**D.M. Merchandising**

4210 N. Transworld Rd.  
Schiller Park, IL 60176  
(847) 671-5850  
(847) 671-0850 FAX  
Contact: Mike Chiefari

Outstanding values and variety of high quality, gift boxed, fun fashion jewelry—bracelets, necklaces, earrings, rings and designer pens—unique concept in one price assortment. Custom premium items available.

**D. O. C Optics Corp.**

19800 W. Eight Mile Rd.  
Southfield, MI 48075  
(810) 354-7100 ext. 266  
(810) 354-3917 FAX  
Contact: Dianne Pawlowicz

D.O.C announces a vision plan for NESRA Members!: 50 percent off frames (up to \$100 discount); 20 percent off lens treatments and options; 25 percent off sunglasses; 25 percent off sportvision eyewear (nonprescription); 20 percent off regular contacts; 10 percent off disposable contact lenses. Call for information.

**Encyclopaedia Britannica**

310 S. Michigan Ave.  
Chicago, IL 60604  
(312) 347-7179  
(312) 347-7225 FAX  
Contact: Lisa Schuchart

Discounts of up to 50 percent off retail price on the new Encyclopaedia Britannica, Britannica CD, Britannica Online, Children's Britannica and our entire line of educational products to any NESRA member group or company.

**Entertainment Publications, Inc.**

2125 Butterfield Rd.  
Troy, MI 48064-3423  
(810) 637-8400  
Contact: Ann Howell

Entertainment Publications, Inc. publishes Entertainment and/or Gold C Saving Spree coupon books in over 100 U.S., eight Canadian, and seven foreign markets. Its books contain hundreds of two-for-one offers for local dining, movies, special events, sports, hotels, and more. Entertainment provides its products to nonprofit fund-raising groups and to employee groups on consignment, with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom and premium products for corporations.

**Fannie May Candies/  
Fanny Farmer Candies**

1137 W. Jackson Blvd.  
Chicago, IL 60607-2905  
(800) 444-3629 ext. 401  
Contact: Greg Percival

Fannie May and Fanny Farmer Candies offer NESRA members 20-35 percent discounts on their candy and gift certificate purchases. These discounts are good year-round. The perfect gift for Christmas, birthdays, client gifts, employee incentives or any special occasion. Great for fund-raising!

**Farash & Robbins, Inc.**

40 Ruta Ct.  
South Hackensack, NJ 07606  
(800) 486-4865  
(201) 807-1990  
(201) 807-0666 FAX  
Contact: Terrence Moran

America's best watch program—famous national brand Quartz watches, "Promo" suggested retail \$90-165 cost \$23.95; "Deluxe" suggested retail \$110-195 cost \$29.95 and "Super" suggested retail \$150-295 cost \$39.95. All watches packed in 25, 36, and 50 units with factory warranties included with each watch in its own presentation box.

**Floral Communications  
d.b.a./FloraGift<sup>SM</sup>**

1800 Corporate Blvd., Ste. 303  
Boca Raton, FL 33431  
(800) 648-4600  
(561) 995-8138  
(561) 995-8143 FAX  
Contact: Cecil Taffer

FloraGift<sup>SM</sup> provides a unique service: The next time you send flowers—talk directly to the delivering Florist or FloraGift<sup>SM</sup> associate. They deliver it all: Flowers, fruit and gift baskets, custom arrangements, blooming and green plants. Delivery in the U.S. and worldwide, 100 percent guaranteed. As a member you are a part of an exclusive group and earn income for your employees' activities, membership group or recreation associations. Call today for complete information.

**Flowers USA**

40 Main St.  
Centerbrook, CT 05409  
(800) 243-2802  
(860) 767-4500  
(860) 767-4530 FAX  
Contact: Todd Baldassaro

Call Flowers USA at our 800 number, 24 hours, 7 days a week to receive a 15 percent discount on all floral and gift deliveries nationwide. Simply identify yourself as a NESRA member and mention special discount code 277 to receive your savings.

**Golden Valley Lighting**

274 Eastchester Dr., #117A  
High Point, NC 27262  
(800) 735-3377  
(910) 882-7330  
(800) 760-6678 FAX  
(910) 882-2262 FAX  
Internet: <http://www.gvlight.com>  
Contact: Josephine Jaspers  
Susan Rusnacko

Golden Valley Lighting is America's oldest mail order lighting company serving customers since 1926. Buy fixtures, lamps and fans at substantial savings for your home. NESRA members receive an additional discount from our 170-page catalog available for \$5 (\$5 refunded with purchase).

**Henry Rosenfeld Luggage****Div. of Badanco Enterprises, Inc.**

80 Seaview Dr.  
Secaucus, NJ 07094  
(201) 348-8900  
Contact: Peter Citti

Henry Rosenfeld Luggage offers a full line of designer luggage and totes. From soft-sided nylon to full-framed tweed sets at discounts of up to 60 percent. We feature designer luggage by Pierre Cardin, Oscar de la Renta, Gloria Vanderbilt, Sergio Valente and our own in-house Frequent Traveler line.

**HoneyBaked Ham Company (The)**

11935 Mason Rd.  
Cincinnati, OH 45249  
(513) 583-9700  
(513) 583-4190 FAX  
Contact: William Donnelly

The HoneyBaked Ham Company is a family-owned and operated company offering fully cooked bone-in, spiral-sliced gourmet hams and other quality meat products, HoneyBaked brand condiments, deli items and party trays.

**Hoskins Associates, Inc.**

150 N. Maxwell Ct.  
Zionsville, IN 46077  
(317) 337-2010  
(317) 337-2009 FAX  
Contact: R.L. Hoskins

Call for information on purchasing casual clothing, sweats, T-shirts and caps.

**Inventive Incentive  
Advertising Co. Inc.**

One Bridge Plaza, Ste. 400  
Ft. Lee, NJ 07024  
(201) 592-5039  
(201) 585-6109 FAX  
Contact: Lawrence Stewart  
Mindy Stewart

FREE! FREE to your facility! FREE to your employees! The ultimate perk! It's a custom-made discount mini-mall on a card! Our agency creates and produces nationwide, a fabulous employee program for corporations, manufacturers, hospitals, universities, government agencies, etc. that employ large numbers of people. This valuable card entitles all of your employees to pre-arranged discounts from a variety of businesses in your own community. If your facility qualifies for this FREE employee program, call us! Great perk! No work! Just distribute cards!

**J. B. Benton Advertising**

120 Sylvan Ave.  
Englewood Cliffs, NJ 07632-2501  
(201) 592-1510  
(201) 592-8866 FAX  
Contact: Thomas Feely

**Jordan Worldwide**

370 Commerce Dr.  
Fort Washington, PA 19034  
(800) 344-2823  
(215) 654-8200  
(215) 654-7575 FAX  
E-mail: [ASTERNO806@aol.com](mailto:ASTERNO806@aol.com)  
Contact: Adam Stern

Jordan Worldwide is a full-line distributor to employee stores. They are sole distributors of Armitron (Looney Tunes) and Beverly Hills Polo watches, as well as other name brands, first quality lines. Jordan Worldwide specializes in supplying quality merchandise at below wholesale prices.

**Kraft Packaging Corporation**

91 Ruckman Rd.  
Closter, NJ 07624  
(800) 666-9727  
(201) 768-9663 FAX  
Contact: John Blankinship

Kraft Packaging is your source for beautiful giftwraps and holiday items. Indulge your employees with quality and designs that are not available retail. Holiday and all-occasion catalogs are offered. Great fundraising program or discount purchase benefit. Free individual packing. All products discounted 40-60 percent off comparable retail. Call for free catalog.

**Krementz & Co.**

375 McCarter Hwy.  
Newark, NJ 07114  
(201) 621-8300  
(201) 596-1148 FAX  
Contact: Margie Rodriguez

Hand-crafted in the U.S. since 1866, each piece of Krementz jewelry has a lifetime warranty. Krementz jewelry has the look of real karat gold, but at a fraction of the price. Our jewelry not only looks beautiful, but is also attractively gift-boxed for convenient display and gift giving.

**Larry Faul Gold Key Club**

151 E. Lake Cook Rd.  
Palatine, IL 60074  
(847) 359-7700 ext. 224  
(847) 359-0332 FAX  
Internet: <http://www.LarryFaul.com>  
Contact: Ed Sroczyński

Auto/truck discount program for NESRA members. \$50 over invoice on most vehicles, Chevrolet GEO, Pontiac. NESRA members since 1982. Will FAX invoices. Four "Fleet" managers to serve you.

**National Distributors**

5921 Baum Blvd.  
Pittsburgh, PA 15206  
(800) 247-4514  
(412) 361-7577  
(800) 583-3214 FAX  
(412) 361-7311 FAX  
Contact: Martin Mallit

National distributors is a wholesale distributor of merchandise perfect for any company store. We can supply your store with health and beauty products (specializing in travel sizes), over-the-counter (OTC) medicines, hosiery, stationery, cameras, film, candy, cosmetics, gifts, fragrances and much more. Call for our wholesale catalog today.

**North American Marketing  
Corp. (NAMCO)**

100 Sanrico Dr.  
Manchester, CT 06040-2225  
(203) 649-3666  
Contact: Gary Tampone

NAMCO Toy Wholesalers has specialized in toys for corporate children's Christmas parties for 30 years. Case lot sales only; all at low wholesale pricing.



**Olympus America Inc.**

Two Corporate Center Dr.  
Melville, NY 11747  
(516) 844-5163  
(516) 844-5258 FAX  
Contact: Irving Weiler

Leading manufacturer and distributor of Olympus 35mm cameras, microcassette recorders and binoculars. Special pricing and promotional opportunities available to NESRA members.

**Porter Wallace Corporation**

135 W. 29th St.  
New York, NY 10001  
(212) 244-0088 ext. 23  
(212) 244-0237 FAX  
Contact: Gary Brill

Porter Wallace provides promotional merchandise for NESRA picnics, Christmas parties, blood drives, special events, meetings, company stores and much more. Imprinted and non-printed items. Name brand and designer name merchandise available.

**Print, U.S.A.**

P.O. Box 408  
Waynesboro, PA 17268-0408  
(800) 524-5057  
(800) 884-2459 FAX  
Contact: Shirley Baker

Print U.S.A. offers big savings to your employees on personalized invitations and announcements for all of life's many milestones and celebrations: Weddings, anniversaries, graduations, births, parties and much more. The selection also includes: Thank you notes, bookmarks, scrolls, programs, napkins, matches, scratch pads, place cards, wedding gifts and favors. Personalization is available in either raised printing (thermography) or genuine copperplate engraving. All products are 40 percent of list prices. Employees may order direct or through a company store. Display albums, ordering supplies, payroll stuffers, ad slicks and posters are provided at no charge. Satisfaction completely guaranteed.

**Revlon, Inc.**

2182 Rte. 35  
Holmdel, NJ 07733-1199  
(203) 795-8386  
Contact: Ken Campbell

Prestige Fragrance & Cosmetics, Inc. offers famous name brands, delivered factory direct, with savings up to 75 percent off on men's and women's fragrances, skin and haircare products, and much, much more.

**R. J. Spencer Associates, Inc.**

9825 W. Sample Rd., Ste. 203  
Coral Springs, FL 33065-4040  
(954) 345-8991  
(954) 345-8997 FAX  
Contact: Marsha Kaye

R. J. Spencer Associates is an advertising company working with corporations, hospitals, government agencies and credit unions throughout the nation offering custom designed complimentary discount cards to all employees, members, retirees and volunteers of the aforementioned. Through a joint effort, the neighborhood merchants in your community offer wonderful discounts on their merchandise or services. There is no charge to your company or employees. Your only obligation is to distribute/make available the free discount cards.

**Russ Berrie & Company, Inc.**

111 Bauer Dr.  
Oakland, NJ 07436  
(201) 405-2456  
(201) 337-0358 FAX  
Contact: Wayne Ballard

Russ Berrie & Company, Inc. markets a vast selection of impulse gifts including stuffed animals, ceramic mugs, porcelain gifts, picture frames, gift bags, greeting cards, figurines, keyrings, magnets and collectibles.

**Scott Toyota**

6850 E. McDowell Rd.  
Scottsdale, AZ 85257  
(800) 288-7188  
(602) 994-9922  
(602) 945-1301 FAX  
Contact: Tague Salmins

Toyota Fleet Prices! Call for an appointment with a fleet manager, ask for Don, Charlie or Tague. Prices are lower than Price Club and other buying services. You buy direct, eliminating the middleman. Lease or buy, used vehicles also available!

**See's Candies**

Quantity Order Dept.  
P.O. Box 3235  
Culver City, CA 90231-3235  
(800) 877-7337  
Contact: Carolyn Matazara

See's Candies offers fresh quality boxed chocolates and candies available for employee group and association purchases, employee stores, corporate gifts and incentives, and employee association fund-raising. Gift certificates and many items available all year. Holiday specialties for Valentine's Day, Easter and Christmas are also available.

**Swersey's Chocolates**

and Holiday Gifts  
54-01 Grand Ave.  
P.O. Box 286  
Maspeth, NY 11378  
(718) 497-8800  
(718) 497-8100 FAX  
Contact: John Swersey

Swersey's Chocolates provides the finest quality candies and gifts at wholesale prices for all the gift giving holidays. (Ask about our special Christmas stockings for your company party). Swersey's also offers Gertrude Hawk Chocolates Christmas and Easter lines at a special NESRA discount.

**Swingster Marketing**

10450 Holmes Rd.  
Kansas City, MO 64131  
(816) 943-4224  
(816) 943-5126 FAX  
E-mail: Sadd@swingster.com  
Contact: Carole Lewis

Swingster is a full-service apparel manufacturer as well as a "top 10" advertising specialties distributor. Upscale jackets, golfwear, caps and fleece are all included in "in-stock" selection. In-house embroidery, silk-screening and catalog design and production.

**Taylor Imports**

3178 Braeburn Circle  
Ann Arbor, MI 48108  
(313) 677-3801  
Contact: Aaron Taylor

Taylor Imports carries a line of high quality, 100 percent silk, handmade Italian neckties at a savings of from 50-60 percent under the very best men's clothing stores. We bring our ties directly to you in your office so time and money are saved.

**Telcom Midwest, Ltd.**

4900 W. Belmont Ave.  
Chicago, IL 60641  
(312) 481-4900 ext. 353  
(312) 481-9999  
Contact: Tracy Piehl

Telcom Midwest, Ltd. offers high quality Ameritech cellular service under a variety of plan offerings to accommodate any need. Inquire about our corporate rates! Call for information.

### **The Book Company**

860 Honeyspot Rd.  
Stratford, CT 06497  
(203) 383-7200  
(203) 383-7202 FAX  
Contact: Bob Nealon

The Book Company offers up to 70 percent discount on books, videos and CD-ROMs. Our Corporate Book Fairs not only raise funds for employee clubs, charities, etc., they are able to provide a wonderful "perk" and are enjoyed by all.

### **totes incorporated**

10078 E. Kemper Rd.  
Loveland, OH 45140  
(800) 848-8251  
(513) 583-2419  
(513) 583-9948 FAX  
Contact: Sharon Horn

Men's and women's rainwear accessory items; umbrellas; rubber footwear; raincoats and headwear.

### **Toy Liquidators**

300 Phillipi Rd.  
Columbus, OH 43228  
(614) 278-7118  
(614) 278-3705 FAX  
Contact: Connie Ford

Save up to 70 percent on name brand toys everyday at Toy Liquidators. Organizations and companies such as yours can purchase toys at an additional 10 percent savings for your holiday parties, fundraisers, toy drives, employee and charity events.

### **Uphill Down USA**

P. O. Box 71470  
Salt Lake City, UT 84171  
(800) 248-0260  
(801) 266-9878  
(801) 266-9928 FAX  
E-mail: [service@uphill.com](mailto:service@uphill.com)  
Contact: Delmar Norton

Manufacturer of quality bags and briefcases that can be customized with corporate logos. Great for employee/customer recognition, company stores, service awards and safety awards. Product selection includes sports luggage, backpacks, briefcases, computer carriers, totes and specialty bags. Made in USA. Lifetime warranty. NESRA members get special prices.

## **Photofinishing**

### **Fujicolor Photo Service**

514 S. River St.  
Hackensack, NJ 07601  
(800) 527-4680 ext. 275  
(201) 807-1838 FAX  
Contact: Tom Kearns

Fujicolor Photo Service features its EPS "on-site" employee film developing program, offering employees convenience, personalized service and high quality at discounted prices. Also offered are many unique photo related special services designed to complement existing employee activities such as employee picnics, blood drives and lunchtime education seminars, to name a few.

### **Konica Quality Photo (East)**

P.O. Box 2011  
Portland, ME 04104  
(207) 883-7325  
(207) 883-7309 FAX  
Contact: Richard Hauser

Konica Quality Photo offers innovative and flexible film developing programs, as well as outstanding quality and service. Konica also offers a total package of high quality imaging products including cameras, film and minilab/microlab programs. We put it all together for you and your employees.

### **Konica Quality Photo West**

18250 S. Euclid  
Fountain Valley, CA 92708  
(800) 945-6642  
(714) 549-0500  
(714) 549-9178 FAX  
Contact: Sondra Stevens

Konica Quality Photo, the nation's second largest wholesale photofinisher, offers innovative and flexible film developing programs, as well as outstanding quality and service. Konica also offers a total package of high quality imaging products including cameras, film and minilab/microlab programs. We put it all together for you and your employees.

### **Qualex Inc.**

3404 N. Duke St.  
Durham, NC 27704-2199  
(919) 382-2267  
(919) 382-2427 FAX  
Contact: Robert Ricci

Qualex, America's largest film developer, provides full processing services. Qualex is the exclusive provider of KODALUX processing services under license from Eastman Kodak Company. Additional services include Photo Galaxy systems, Photo CD transfers and on-site processing.

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***Tell them you  
found them in  
NESRA's  
Buyer's Guide &  
Services Directory  
available  
here, in  
NESRA's  
Membership &  
Peer Network  
Directory and on  
NESRA's home  
on the World  
Wide Web:***

**<http://www.nesra.org>**



2211 York Road, Suite 207,  
Oak Brook, IL 60521-2371  
(630) 368-1280, (630) 368-1286 FAX  
[NESRAHQ@aol.com](mailto:NESRAHQ@aol.com)  
<http://www.nesra.org>

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# Specialty/ Professional Services

## American Family Day Corporation

P.O. Box 669068  
Marietta, GA 30066-0102  
(800) 227-3801  
(770) 429-1807  
(770) 426-0906 FAX  
Contact: Bill Blohm

At last, a company to take the burden of coordinating the company picnic, open house and anniversary celebration off your hands. We are a nationwide company offering services for corporate picnics, open houses and anniversary celebrations for 500-50,000 guests. We own the largest selection of games, activities, catering and concession supplies. A turnkey operation with full-service locations in Marietta, GA; Columbus, OH and Sacramento, CA.

## Auto Buying Plan

9101 E. Kenyon Ave., Ste. 2000  
Denver, CO 80237  
(800) 489-8739  
(303) 770-8739  
(303) 741-3162 FAX  
Contact: Robert Malcolm

Since 1984 the Auto Buying Plan has provided local NESRA chapter members with the best in discounted factory pricing on new and used vehicle purchases. This unique nationwide service makes buying a car affordable, efficient and hassle free.

## Brink's Home Security

1628 Valwood Pkwy.  
Carrollton, TX 75006  
(800) 2-BRINKS  
(214) 919-8612  
(214) 919-8958  
Contact: Ed Stone

Brink's has been synonymous with security for over 135 years. Now have Brink's Home Security as part of your employee discount program. Brink's will provide a discount on a truly affordable professionally installed residential system. Call our 800 number for more information.

## Certified Folder Display Service, Inc.

1120 Joshua Way  
Vista, CA 92083  
(800) 799-7373  
(619) 438-7373  
(619) 727-1583 FAX  
E-mail: cin@certifiedfolder.com  
Internet: http://www.certifiedfolder.com  
Contact: Anne Fearn

Certified provides free travel and recreation brochure display racks to major employers. Our racks feature major local and regional attractions and destination resort brochures. Our frequent restocking service keeps our displays well-stocked for your employees.

## Dean Witter Reynolds, Inc.

455 Capitol Mall, #115  
Sacramento, CA 95814  
(800) 755-8041 ext. 738  
(916) 447-6875 FAX  
Contact: Jeffrey Lorenz

Dean Witter's EasyInvest Program allows NESRA members to make automatic deposits of as little as \$100 per quarter to invest for their dreams. Our professional Account Executive can tailor a program to your financial needs, whether it's retirement, college education, or that perfect home. IRA and 401k rollovers, SEP IRAs and corporate retirement plans are just a few of the many services available. Ask about our Active Assets Account.

## Employee Printing Services

P.O. Box 248  
Bedford Park, IL 60499-0248  
(800) 323-2718 ext. 208  
(708) 496-0312  
(708) 496-8058 FAX  
Contact: Patricia Claassen

Employee Printing Services offers wedding and social invitations and accessories, and holiday greeting cards. Our risk-free program provides your employees and company with an easy-to-use source for their printing needs at a 40 percent discount off retail. Sample albums are sent at no cost to NESRA companies for their employees' use. All ordering and payment is done by the employee directly with us. All work is 100 percent guaranteed.

## Enchanted Parties

711-5 Koehler Ave.  
Ronkonkoma, NY 11779-7410  
(516) 467-6628  
(516) 467-0364 FAX  
Contact: Martin Greenstein

Enchanted Parties offers full event planning and design. We provide everything from the strategic plan through production and event management. Our award-winning full service programs include everything from picnics to banquets, team-building programs, and entertainment including music,

interactive personalities, magic, olympics, carnival, casino and murder mystery. Call today for special programs and discounts for members.

## Executive Color Studios

10900 E. Hwy WW  
Columbia, MO 65201  
(800) 733-1041  
(573) 874-4964 FAX  
Contact: Linda Ordway

Executive Color Studios offers a portrait program for NESRA members to offer to employees and generate funds for their association. The program offers your employees a 10" x 13" family portrait on canvas for \$9.95 (\$200 value) and your employee association keeps \$5 each. When 500 or more families are photographed, you keep the entire \$9.95. We have photographed the largest NESRA companies for years. We can photograph off-site if necessary and other family portrait and glamour promotions are also available. Call for our list of referrals and for more information.

## Fun Company (The)

3658 Atlanta Industrial Dr., Ste.#D  
Atlanta, GA 30331  
(800) 441-0589  
(404) 505-8811  
(404) 505-8711 FAX  
Contact: Emily Collier

Since 1964, The Fun Company has been the nation's largest and foremost provider of employee relations events, including company picnics, open houses, anniversaries and family days. Whether you need a turnkey event, or wish to complement programs currently in place, The Fun Company can provide catering and entertainment to groups of up to 50,000 guests, allowing event planners to be guests at their own events.

## Leisure Quest, Inc.

P.O. Box 12580  
Scottsdale, AZ 85267  
(602) 502-0026  
(602) 502-2833 FAX  
Contact: John Ricks

Leisure Quest, Inc. is a full service marketing research-based consulting and training firm. Our unique quality of life seminars and keynote presentations enhance personal satisfaction, fulfillment and achievement in both work and leisure through The Power of Play™.

**Market Street Mortgage**

2650 McCormick Dr., #200  
Clearwater, FL 34619  
(800) 669-3210  
(813) 724-7000  
(813) 724-9191 FAX  
Internet: <http://www.easywayhome.com>  
Contact: Nancy Weaver

Market Street is pleased to introduce our new pre-approval program, PurchasePower. This exciting new program offers the home buyer the opportunity to be pre-approved for a mortgage even before they start shopping for a home. Call (800) 730-7019 ext. 98 and answer a few automated voice prompts about annual income, monthly debt and desired down payment. By noon the next business day, a Market Street Mortgage Professional will contact you with all the information you need to take the easy way home.

**Morris & Garritano Insurance**

1122 Laurel Ln.  
P.O. Drawer 1189  
San Luis Obispo, CA 93401  
(805) 543-6887  
(805) 543-3064 FAX  
Contact: Gene Garritano

Call us to get information on our employee association insurance program, NESRA's "Employee Club Protection" program.

**Marketing Innovators International, Inc.**

9701 W. Higgins Rd.  
Rosemont, IL 60018  
(847) 692-0674  
(847) 696-3194 FAX  
Contact: Clarke Caldwell

Marketing Innovators® is a full-service incentive company providing effective performance planning and fulfillment of incentive, certificate and travel programs. We provide program and rule development, campaign communications, award fulfillment and management support services.

**National Rifle Assoc. of America**

11250 Waples Mill Rd.  
Fairfax, VA 22030  
(703) 267-1480  
(703) 267-3941 FAX  
Internet: <http://www.nra.org>  
Contact: Sarah Hussey

The National Rifle Association of America extends technical assistance to individuals and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions (leagues, tournaments and affiliated clubs), rifle and pistol, hunting, etc.

**Nelson's Golden Glow**

66740 C.R. 103  
Wakarusa, IN 46573  
(219) 862-2184  
(219) 862-2434 FAX  
Contact: Tad Nelson Gongwer

Doing business for over 28 years, Nelson's Golden Glow Port-A Pit BBQ prepares nearly one million halves of chicken annually for corporate catering events and fund raisers. Our professionally trained staff is experienced in serving events from 100 to 25,000 guests.

**Port-A-Pit BBQ**

P.O. Box 590047  
Orlando, FL 32859  
(800) 878-4220  
(407) 851-5106  
(407) 851-3299 FAX  
Contact: Robert Seifert

Corporate catering, party planning, picnics, luncheons and theme events, carnivals, concessions, sports packages (professionally staffed), Wacky Olympics and game booths—"We do it all." Let us take care of the details. Call for a free video presentation and/or price quote.

**Portrait Concepts, Ltd.**

219 Broadway, Ste. 222  
Laguna Beach, CA 92651  
(714) 497-5683  
Contact: Robert Kremer

Portrait Concepts offers a Family Portrait Employee Appreciation Program free to NESRA companies. The program entitles each employee's family to receive an 8" x 10" family portrait, mounted on Artist's Canvas, as a gift from the company. We provide all needed materials.

**Price Quest, Inc.**

4649 Morena Blvd.  
San Diego, CA 92117  
(619) 581-7356  
(619) 581-7373 FAX  
Contact: Mark Skeen

Price Quest, Inc., is a marketing company specializing in developing employee shopping programs with the best possible prices on factory-direct name brand merchandise, leisure travel products, automobiles and financial services.

**Reading's Fun, Ltd.**

119 S. Main St.  
Fairfield, IA 52556  
(800) 689-1771  
(515) 469-6257 FAX  
Contact: Sheila Atchley

Reading's Fun, Ltd. conducts employee events called Book Fairs. We bring over 100 premium quality hardcover books to the workplace with a fun, easy upbeat event. The books are offered up to 70 percent off the cover price. A great way to raise funds for a worthy cause.

**Risk Management Group, Ltd.**

5901-B Peachtree Dunwoody Rd.,  
Ste. 450  
Atlanta, GA 30328  
(770) 395-1711  
(770) 395-1585 FAX  
Contact: Robert Kurdziel

RMG counsels NESRA in providing insurance and financial services to its member companies. *Employee Preferred*, a complete program of employee benefits, is an RMG offering available exclusively to employees of NESRA member companies. Developed with the buying power of NESRA's 10 million member employees in mind, *Employee Preferred* offers product and price that are unmatched. All benefits are voluntary and portable—important in today's business environment. Employees can choose payroll deduction or pay direct and your employee group earns a dividend based upon participating employees that helps support employee activities.

**Source One Mortgage Services Corp.**

80 Blue Ravine Rd., Ste. 100  
Folsom, CA 95630  
(800) 736-0550  
(916) 351-1999 FAX  
Contact: Alice Clarke Roe

Source One's Gold Key Mortgage Program offers an average savings of \$1,500 in closing costs for home purchase and refinance transactions nationwide. Customer service advantages include five-day appraisals, 10-day underwriting decisions, interest rate locks up to 270 days and a program offering interest rate locks and loan pre-approval to prospective home buyers.

## Special Events Amusements

2417 Marshallfield Ln.  
Redondo Beach, CA 90278  
(310) 374-4321  
(310) 374-3383 FAX  
Internet: [www.local1.com/amusements](http://www.local1.com/amusements)  
Contact: Paul Cain

We create FUN and EXCITEMENT with interactive amusements for everything from company picnics and graduation nights to promotions, sponsor showcasing and corporate team building. Amusement examples include: Orbotron Gyro, velcro wall, sumo wrestling, exhibition-style sport games, plus much more.

## UNIREC, Inc.

552 Valley Rd.  
West Orange, NJ 07052  
(201) 325-9111  
(201) 325-1119 FAX  
Contact: Stan Levy

UNIREC is the leader in corporate event planning specializing in interactive programming. We provide the professional staff and equipment to coordinate and direct creative picnics with fabulous prizes, unique team building programs, casinos, photo scavenger hunts, video horse racing, music, entertainment and carnivals.

## Vail Associates

137 Benchmark Rd.  
Avon, CO 81620  
(970) 845-5706  
(970) 845-2614 FAX  
Contact: Daren Cole

## Weider Publications, Inc.

*Prime Health & Fitness Magazine*  
21100 Erwin St.  
Woodland Hills, CA 91367  
(800) 340-8952 Subscriptions  
(818) 704-5734 FAX  
Contact: Tom Deters

Weider Publications Inc.'s *Prime Health & Fitness* is dedicated to the active man over 35. From health and nutrition, to grooming, psychology and sexuality, *Prime Health & Fitness Magazine* is the survival guide for the man who wants to look and feel better than ever. NESRA members save 44 percent off the newsstand price.

# Travel

## Aer Lingus

122 E. 42nd St.  
New York, NY 10168  
(212) 557-1090 ext. 4010  
Contact: Bernard Lynch

Aer Lingus, the National Airline of Ireland, flies between the U.S. and Ireland and from Ireland to the United Kingdom and Continental Europe. Aer Lingus vacations feature a wide range of tour products for both family and group travel. Group discounts are available. Call for more information.

## Alamo Rent A Car

P.O. Box 183042  
Arlington, TX 76096  
(817) 784-8066  
(817) 472-8490 FAX  
Contact: Kimberly McBride

Discover for yourself the benefits of Alamo's Membership Program, whether you're traveling for business or leisure. Save up to 15 percent by using your NESRA ID# 236413, rate code B-Y. For details, call your Alamo representative listed above.

## Associated Tour Services, Inc.

P.O. Box 291874  
Port Orange, FL 32129-1874  
(800) 825-9089  
(904) 761-6235  
(904) 761-2535 FAX  
Contact: Robert Scalise  
Kevin Quinn

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(312) 694-0527 FAX  
Contact: Fred Weber  
Lisa Koplow

The NESRA/AVIS Worldwide Discount Number is #A310600 as NESRA continues its partnership with the employee owners of Avis. With 4,800 locations in over 140 countries there's always an Avis nearby to help you with your car rental needs. And whether you're traveling for business or pleasure, your membership in NESRA entitles you to special discounts. For

instance, you can save 10 percent on Avis SuperValue Daily rates and 5-25 percent on Avis weekend and weekly promotional rates. To rent an Avis car and enjoy the savings and benefits, call the 800 number and give the NESRA/AVIS worldwide discount number A310600.

## Bike Vermont, Inc.

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Contact: Dan Donovan

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Contact: Wendy Foulkrod

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Dolphin Cruise Line, offering great value, sails up to seven nights to Canada, Mexico and the Caribbean. Elegant Majesty Cruise Line departs Boston for Bermuda in spring/summer; sails three and four nights from Miami to Mexico, Bahamas in fall/winter. Call for offers for NESRA members.

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(818) 443-3549 FAX  
Contact: Moz Dhanani

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407 N. Wild Olive Ave.  
Daytona Beach, FL 32118  
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(904) 255-3393  
(904) 255-1292 FAX  
Internet: <http://www.Realacom.com/travel>  
Contact: Frank Bertalli

Executive Tour & Travel Services, Inc. is a wholesale full-service travel agency offering discount vacation packages for individuals and groups. We specialize in vacation offers for Bahamas Cruises, Orlando, Myrtle Beach, Daytona Beach, as well as Carnival Cruises and lowest airfare available.

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9725 Garfield Ave. S.  
Minneapolis, MN 55420-4204  
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(612) 948-8200  
(612) 948-8355 FAX  
Contact: Jeannette Kay

Global Holidays is a major tour operator specializing in inexpensive, high quality tour programs for employee recreation groups to popular destinations such as winter Caribbean cruises and fall trips to central Europe, England, Ireland and Spain. Discounts vary. Call for details.

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1491 E. Ridgeline Dr., Ste. 300  
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(801) 476-1309 FAX  
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(770) 989-5750 FAX  
Contact: Bruce Berns

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### **Mears Transportation Group**

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(800) 545-1300 Reserv.  
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(954) 359-9585 FAX  
Contact: Jackie Rudd

Princess Hotels Int'l. operates luxury resorts in Acapulco, Bermuda, Grand Bahama, Scottsdale and Palm Springs. Princess Vacations is the tour division that offers nonstop air-inclusive packages to the Bahamas Princess Resort & Casino from various U.S. cities. Call for reservations.

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529 N. Ferncreek Ave.  
Orlando, FL 32803  
(800) 393-3191  
(407) 896-8680  
(407) 898-5899 FAX  
Internet: Special.T.Travel@worldnet.ATT.net  
Contact: Jerry Fields

Special T Travel Service, Inc. is a full-service cruise travel agency offering discounted Bahama vacation cruise packages, Florida vacations in Orlando, and Caribbean cruises. Specializing in corporate leisure travel for both large and small companies on a group and individual basis.

**Specialty Travel Inc.**

2600 9th St. N., Ste. 501  
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(813) 825-0900 FAX  
E-mail: 104356.2264@compuserve.com  
Contact: Joan McCarty MCC

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(407) 633-2112 (FAX)  
Contact: Bonnie King

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(904) 224-2438 FAX  
Contact: Tracy Dunaway

Our mission is to guide, promote and stimulate the coordinated travel and leisure development of the state and its regions, counties, and municipalities. FTIMC promotes new opportunities for growth in the number of visitors to the state, resulting in a positive economic impact to benefit all the residents of Florida. We coordinate advertising, domestic and international sales and promotional activities, public relations and visitor services to maintain the state's image as the ideal travel destination.

**Kissimmee-St. Cloud  
Convention & Visitors  
Bureau**

P.O. Box 422007  
Kissimmee, FL 34742-2007  
(800) 333-KISS Reserv.  
(800) 831-1844 U.S.A. & Canada  
(407) 847-5000  
(407) 847-0878 FAX  
Contact: Lori Driscoll

The Kissimmee-St. Cloud Convention and Visitors Bureau is a destination promotion agency representing over 35,000 accommodations, conveniently located at the main gates of the Walt Disney World Resort and within minutes of world class attractions throughout central Florida. The Bureau offers a variety of collateral available upon request.

**Lake Havasu City Visitors  
& Convention Bureau**

1930 Mesquite Ave., Ste. #3  
Lake Havasu City, AZ 86403-5772  
(800) 242-8278  
(602) 453-3444  
Contact: Kathleen Michelena

The Lake Havasu City Visitors & Convention Bureau is happy to provide information on the city, area attractions and amenities. A lakeside desert resort community, Lake Havasu City is America's home for the London Bridge, golf, shopping and water recreation.

**Las Vegas Convention  
& Visitors Authority**

3150 Paradise Rd.  
Las Vegas, NV 89109-9096  
(702) 892-0711  
Contact: Jesse James

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**Laughlin Visitors Bureau**

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(702) 298-0013 FAX  
Contact: Al Guzman

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(407) 363-5834  
(407) 370-5012 FAX  
E-mail: NESRA@OrlandoCVB.com  
Internet: <http://www.goflorida.com/orlando>  
Contact: Danny Radcliff

This full-service convention and visitors' bureau represents attractions, hotels, transportation companies and other tourism-related businesses throughout central Florida. Write or call for free visitor information including a free Official Visitors' Guide and a discount Magicard.

**Philadelphia Convention &  
Visitors Bureau**

1515 Market St., Ste. 2020  
Philadelphia, PA 19102  
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(215) 636-3415 FAX  
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Contact: Stacey Haferl

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Moline, IL 61265  
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(309) 788-7800  
(309) 788-7898 FAX  
E-mail: [cvb@quadcities.com](mailto:cvb@quadcities.com)  
Contact: Bruce Riley McDaniel  
Cathie Witte

The Quad Cities (Moline/East Moline/Rock Island, IL and Davenport/Bettendorf, IA) are located in Eastern Iowa and Western Illinois. The Bureau assists you in your plans to experience riverboat cruises, restaurants, shopping, festivals and concerts. Call for group discounts and a visitors guide. Experience Quad Cities: Midwest Magic on the Mississippi River.

**San Bernardino Convention &  
Visitors Bureau**

201 North "E" St., Ste. 103  
San Bernardino, CA 92401  
(800) TO-RTE-66  
(909) 889-3980  
(909) 888-5998 FAX  
Contact: Manuel Irizarry

Planning a convention, meeting or group tour in San Bernardino? Let us help you make the most of your stay. We offer a range of promotional materials to aid you in planning your convention or group tour as well as assistance in selecting accommodations. Transportation options and information on events, attractions and entertainment venues are always readily available.

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# How I Spent My Summer Vacation

by Bud Fishback, CESRA

**T**hose of you with young children certainly are aware of the difficult time parents from dual-career families, or for that matter single parents, have balancing home life and work commitments. With one child, it didn't seem all that difficult, but when our daughter Tara was born in November, 1995 the balancing act became a little tougher. When my wife went back to work early this summer, so many feelings went racing through my head in relation to the development of our two children. Time goes by so fast and I could easily imagine my kids being grown-up and not remembering anything from their childhood. It was with this in mind that I decided to take time off this summer as part of the Family and Medical Leave Act to care for



our two children, Leigh who turned four on September 1 and Tara.

## **Basics of the Family and Medical Leave Act**

After eight years of debate, Congress

passed the Family and Medical Leave Act of 1993 on February 4, 1993. President Clinton then signed the bill into law the following day, and it became effective on August 5, 1993. The law requires employers with 50 or more employees within a 75-mile radius to offer eligible workers up to 12 weeks of unpaid, job protected leave to 1) care for the employee's child after birth, or placement of adoption or foster care, 2) care for the employee's spouse, son or daughter, or parent who has a serious health condition, or 3) undergo treatment for own serious illness. An eligible worker is one



▼  
I didn't have  
any thoughts  
such as  
"How will  
they get  
along without  
me?" My  
thoughts  
were closer  
to, "Will they  
even miss  
me?"

who worked for the employer for at least one year, and for 1,250 hours over the previous 12 months. The benefits the employee is entitled to are 1) the employer must maintain the employee's health coverage for the duration of the leave, 2) upon return from the leave, employees must be restored to their original or equivalent positions with equivalent pay and benefits, and 3) the use of FMLA leave cannot result in the loss of any employment benefit that accrued prior to the start of an employee's leave.

There were quite a few factors in my decision to take a leave. Obviously, as I mentioned earlier, I wanted to spend quality time with my children while they were young. The timing was right in that it was a relatively quiet time at our office. Also, I had tremendous support from my management and my staff. I didn't have any thoughts such as "How will they get along without me?" My thoughts were closer to, "Will they even miss me?" I feel I have a staff that is experienced, confident, and able to make quality decisions—this is a great feeling to have! I knew everything would be smooth.

#### Week One

The Sunday night before my first day off, I was looking forward to sleeping in the next day. I normally wake for work at 5 a.m., so I felt I could get a couple extra hours of sleep. Tara, however, had other ideas. She had had a bit of trouble sleeping through the night, but being awake from 2:30-4:30 a.m. was not a great way to start the week. I had hoped to stop drinking coffee on this leave, but quickly decided that this might not be the best time to try. Actually the first day went well, as my main goals for the day were to:

1) not check my voice mail at work, 2) spend quality time with the kids, and 3) not have any major disasters. I was three for three!

The next night, Tara actually slept through the night. I was ready to roll. Time for Bud's big adventure to the shopping mall. As I was preparing for the trip, some questions did enter my mind, like: "Why is it that when you're headed for the door, the baby all of a sudden needs a diaper change? Why is it that after you've changed the diaper, the other daughter has taken her coat, shoes and pants off? Why is it that as you start to put her pants back on, she tells you she wants to wear

a dress?" Lesson one: If you are going to go anywhere in a car, give yourself a half hour per child for preparation.

The rest of the week actually went pretty well and by the end of the week Tara was associating me with food, instead of my wife Layne, and Leigh was associating me with the game Candy Land. I had always looked forward to the day when I could play games with my kids, but I didn't anticipate anyone ever wanting to play 20 times in a row. "Daddy, this time you be green and I'll be red, ok?"

#### Week Two

I have always told Leigh that at Boeing, my job is to build airplanes and to make people happy. At the start of week two she wondered who was making the planes and if everyone was sad while I was home? I knew I was certainly happy spending time with these two rug rats, and Tara was just beginning to crawl. She turned 8 months this week, and I decided that this is a great age. They learn so much at this stage and you can almost see the knowledge being absorbed in their little brains. While they are learning they are teaching as well. Some of you might actually call it manipulating. Do any of my fellow NESRA members know if that manipulation ends anytime soon? Leigh has become the master manipulator. Her favorite line has become, "OK Dad, here's the deal," which is usually followed by, "I'll clean up my room after I have three cookies" or "I'll get dressed after I watch a movie."

I actually missed work this week once or twice, when both kids were crying and they wouldn't take naps. I spent some time wondering what was happening at work, and wondering why my staff wasn't checking in with me more often. To try to feel a part of work again, I decided to check my voice mail, and found 13 messages on my voice mail. I also went into work for a baby shower for one of our employees. I sat down to check my e-mail and in eight days I had received 45 messages. While I wasn't in the mood to pour through these messages, I did anyway. After returning the calls that needed attention and responding to the messages, I decided that I didn't miss work that much, and would actually look forward to having another two weeks off.

#### Week Three

Can anyone tell me why it is that the more tired kids get, the less likely they are to take a

*Bud Fishback, CESRA, is recreation manager, The Boeing Company, Seattle, WA.*

nap? As I found out, things just don't get done around the house when you're watching children. I actually made a near fatal mistake a few years ago when Leigh was just a baby. I came home from work and asked my wife, "Just what did you do all day today?" For stupidity, this particular question was topped only by my asking her at one point, "When was the last century this diaper was changed?"

Well, now I know it is difficult to wash clothes, do dishes, clean house, even take a shower when you have to devote attention to the kids. So it was with this in mind that I wanted to focus on getting the kids to take their afternoon naps at the same time. This could give me at least one-and-a-half to two hours to work. For some reason, however, the first two days of week three weren't going so well in this regard. I just had to keep reminding myself that I was taking the time off to spend with Tara and Leigh, not to mow the lawn, paint the house, etc.

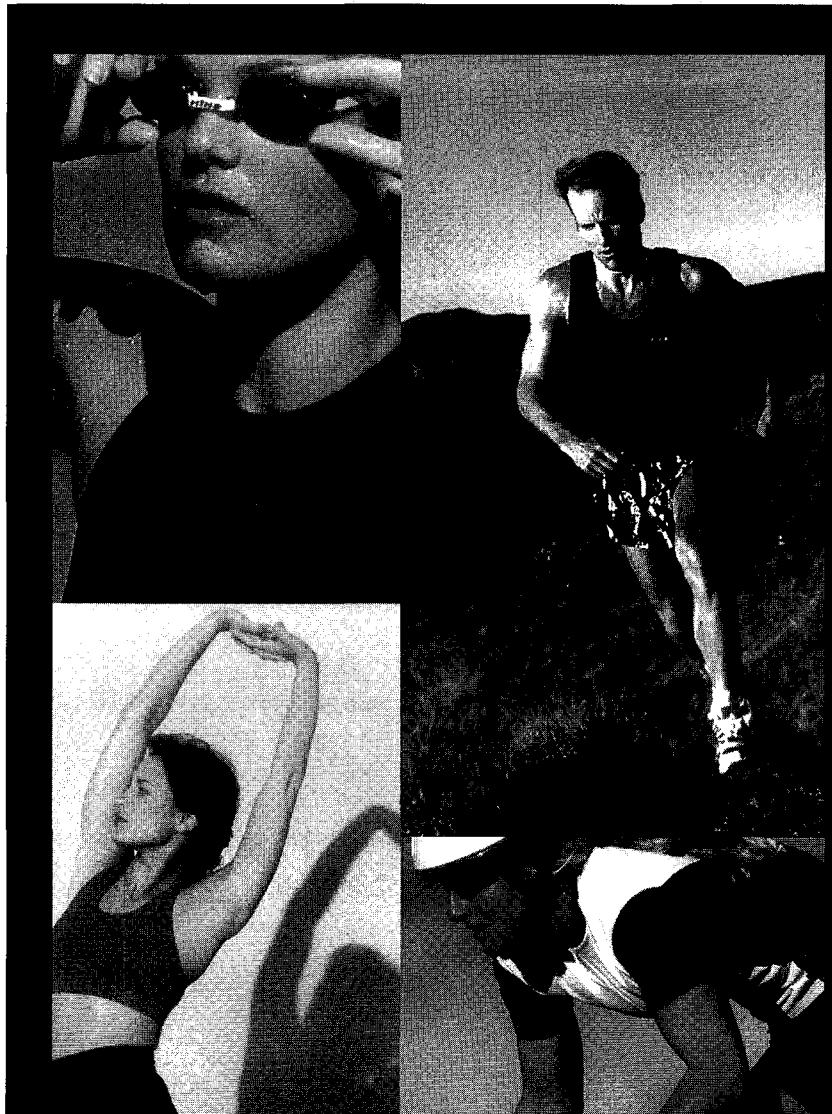
At just the right time, I got my first day off on Wednesday of Week Three, when my wife had the day off of work. I used this day to go to a NESRA Western Region Conference Planning Meeting for our 1997 Regional Conference, which will be held in Seattle in September. After the meeting I had the opportunity to play in a golf tournament sponsored by the Tacoma Rainiers, which is the AAA franchise of the Seattle Mariners. This turned out to be a relaxing and fun day, but as the day wore on I found myself missing my kids. On the drive home, I started thinking about winning the lottery and whether I'd keep working or not. Then I remembered that I had a better chance of getting struck twice by lightning than winning the lottery and decided I had better plan on continuing my career.

#### Week Four

It was hard to believe my time off was almost over. Even though it had only been three weeks. I believe I had noticed a change in my relationship with Leigh and the beginning of a great one with Tara. As the week ended, Leigh began to tell me, "Never ever go to work again daddy!" It was nice to feel wanted and needed. Since I hadn't won the lottery (you can't win if you don't play) I knew I had to go back to my job and the non-lottery type salary that comes with it.

One of the things that I had wanted to do before the leave was complete was to go to the

zoo with the kids. On the day before my return to work, Layne, Leigh, Tara and I packed a picnic and off we went. It was a beautiful day in Seattle and a great day for visiting the giraffes, bears, lions, monkeys, etc. Unfortunately, the day ended with a thud, as Tara fell out of her stroller onto the concrete head first. She cried for about 10 minutes and aside from



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## SUMMER VACATION

the swelling and discoloration, she turned out to be fine. I think I was more shook up than she was, and I certainly hoped she would remember the 27 great days we had, and not this one unfortunate accident.

### Summary

In today's society, both parents are more often than not forced to work outside the home. It is something we all have to deal with. The problems that this can create are too numerous to go into here, but suffice it to say that anything we can do as human resource professionals to alleviate child-care concerns and help our employees balance home and work should be done.

My fears of what people would think led me to initially refer to this time off as vacation. I didn't want people questioning my dedication to my work, or thinking I was abandoning my staff. As time went on I became more comfortable referring to it as a FMLA leave and that I would be spending time with my children.

The most interesting thing to me was how many people were shocked when I told them I was taking four weeks off. It was as if the world would stop, or the Recreation Program would cease to exist. It is a little depressing to think about, but life would go on without us.

I would encourage anyone who has a chance to take time off to watch their children to do so, and fully support them as well. I would have preferred 12 weeks, but certain circumstances did not allow for that. Those who have an opportunity to take the full 12 weeks should do so.

The Recreation Program at Boeing did just fine without me for four weeks. Knowing that it would, allowed me to take the time off. Knowing that things would go smoothly also kept me excited to come back. The time off with Leigh and Tara was a wonderful experience, and one I may not have a chance to do again. Even if they don't remember it, I will, and I believe it will strengthen our relationship in the future.



# Indoor Cycling Classes

**The Newest Way to Lose Weight and Build Cardio-  
respiratory Endurance with Group Exercise**

*by Dr. Thomas Deters*

**H**ealth clubs around the world have a new fitness ride—indoor cycling classes. Imagine 20 people of different ages and conditions poised above sleek stationary road bikes, pedaling like mad, then slowing down, then speeding up again—all at the direction of a group leader shouting encouragement through a microphone while a high-tech sound system pounds out musical rhythms in the background. Boredom never sets in during classes like these!

Who wouldn't enjoy the experience of riding a race bike without having to go outside and risk the hazards of traffic and bad weather? Sounds like more fun than stumbling around an aerobics class feeling klutzy and out-of-place, doesn't it? More than 50,000 people take indoor cycling classes every day and all they have to know how to do is pedal a bike. The classes also break the gender gap in aerobics, by attracting men who might otherwise shy away from the leotard-predominated atmosphere of dance classes.

This phenomenon was launched in 1995 by Schwinn, under the guidance of their charismatic training leader, Johnny Goldberg or "Johnny G." He was a former Race Across America competitor who first introduced the classes at the International Health Racquet &



*International Fitness Authority Karen Voight on the Keiser Power Pacer bike.*

Sports Association (IHRSA) convention last Spring. Johnny developed the original, performance-based Schwinn concept to improve his own competitive cycling performance. He quickly realized its appeal to health clubs that

are constantly seeking new ways to appeal to their members' incessant demand for new fitness programs.

Other established fitness companies have since introduced group cycling. The most recognizable name is Cycle Reebok, supported by

the powerful Reebok University Master Trainer Network and Reebok's 55,000 professional trainers nationwide. Keiser Corporation, famous for introducing pneumatic air resistance to weight lifting machines for mature adults, has developed their own proprietary Power Pacer program. Life Fitness now offers its All Body Cycling program using popular computerized Lifecycle bikes.

### No Need to be Super-Fit

Cycling classes can add new excitement to your fitness program, because employees do not have to be super fit to start. Riders determine how hard they want to exercise by adjusting the pedal resistance levers on their individual bikes. There is no competition or intimidation, because nobody knows how much resistance another rider has set and nobody has to perform at another person's level. Even beginners can have a successful experience riding alongside a highly-conditioned cyclist.

Unlike a dance aerobics class where coordination is a must or weightlifting machines, where skill and fitness level is clear to other

participants, you can build a strong group incentive by running just 2-3 classes a day.

### Total Body Workout—Almost

Research from the various companies generally agrees that a 40-minute class can burn up to 500 calories and can also work most of the body's major muscle groups. Pedaling is a low-impact cardiovascular exercise that strengthens calves, gluteals, quadriceps and hamstrings.

To answer the growing demand for total body work in one exercise session, most classes incorporate the use of hand weights to tone the shoulders, biceps, triceps and deltoids. To work the low back and abdominals effectively, off-bike floor exercise is required.

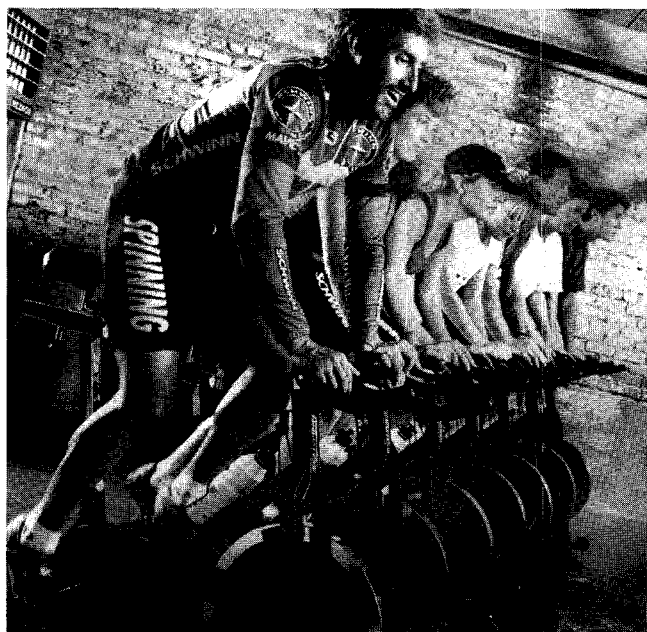
### What You Need To Get Started

Each manufacturer offers a slightly different product and promotions package, so you should do some serious comparison shopping. Here are the minimum requirements to start an indoor cycling program:

1. Six stationary indoor road bikes
2. Accessory package(s) for upper body work
3. Music sound system, including instructor headset microphone
4. 500-sq. ft. minimum cycling space
5. Factory-trained and certified instructors. Cycle Reebok and Keiser offer continuing education credit courses certified by the American Council on Exercise to guarantee that your instructors are qualified. Schwinn uses its own Madd Dogg Training group.
6. Variety of programs. It is critical that you have classes suitable for beginners, moderately-fit and elite riders.
7. Instructional videos
8. Banners, posters, handbills and ad slicks to announce the program in your common areas and company newsletters.
9. Referrals to certified teachers, if your company does not employ instructors.

### Study the Mechanical Features

The indoor stationary road bike product category is new compared to the treadmills, stairclimbers or strength training machines you are already familiar with and these special bikes have not been on the market long enough to establish long-term reliability track records. You should carefully review each manufacturer's literature and then ask them for refer-



*The Spinning® Program combines a heartpounding cardio workout with an intense mental challenge.*

erals to customers who can tell you how the bikes have performed for them. Interview both health club operators and certified trainers to get a complete picture.

The average price for an indoor road bike is \$650, but some companies charge extra fees for upgrades such as racing style pedals. Buy the cycle that offers the maximum number of features suitable to your employee base. Be sure to check on the length, parts and labor details of the warranty. Cycling class bikes take a tremendous beating and you should shop for the most thorough and cost-efficient factory support available.

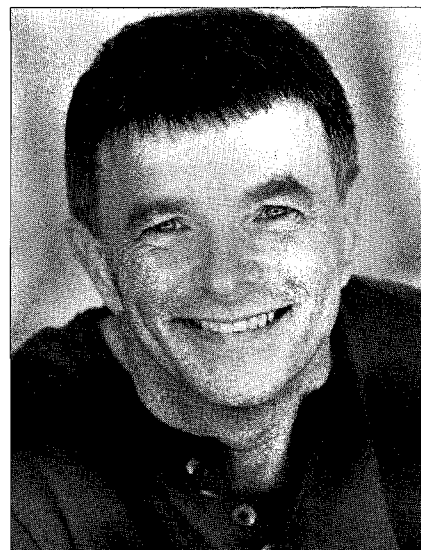
Here are the mechanical features you should look for and compare from manufacturer to manufacturer:

1. **Resistance Mechanism**—Padded calipers like those on outdoor brakes or tension belts that wrap around the flywheel to control resistance.
2. **Pedals**—Look for either the type that fit cleated bicycle racing shoes or flat pedals that fit regular gym shoes.
3. **Footprint**—The wider, longer and heavier the bike is, the more stable it feels.
4. **Shifter Mechanism**—The lever or knob used to change pedal resistance should be easy to reach and operate, even for people unfamiliar with bicycle shifters.
5. **Corrosion Resistance**—Moisture-proof paint and stainless steel for exposed metal surfaces are essential since the bikes get wet!
6. **Handlebars**—Look for a comfortable arms-length elbow rest, a non-flexing attachment to the frame and either soft extruded rubber that does not become slippery when wet or durable dipped plastic coating.
7. **Seat**—The glutes-to-bike contact point should be reasonably comfortable for people of all different body weights and should adjust up, down, forward and backward. Also look for a baffle that prevents perspiration from dripping down into the seat height adjustment brace.
8. **Frame Composition**—Tubular or square steel framing.
9. **Flywheel**—Heavier ones are better, because heavier wheels do not vibrate as much as pedal speed increases. Also look for fail-safe industrial ball bearings.
10. **Drive Mechanism**—Chains can stretch and break, but Kevlar belts last longer and are quieter.

## The Importance of Programming

Programming is arguably the least precise part of indoor cycling science, because each of the companies' fitness experts design classes based on their own educational and professional background. Cycle Reebok and Keiser trainers, who would in turn teach your fitness instructors, are certified by the American Council on Exercise and can provide your instructors continuing education credits for learning their systems. Schwinn has its own certification program. Compare the programs of each company and remember that you need classes easy enough for beginners and also workouts tough enough to satisfy your fittest employees.

Cycle Reebok's developer and manufacturer is Umberto Ciccolella, long-time aerobics guru from SportsClub LA. The Reebok courses are taught by members of Reebok University's Master Trainer network. Keiser programs are managed by International Dance Exercise Association's (IDEA) Fitness Instructor of the Year, Karen Voight. Like Ciccolella, Voight is an aerobics veteran and introduced CardioFunk classes to Southern California. Johnny G masterminds all Schwinn Spinning instructor courses, which are managed by Madd Dogg Athletics.



*Cycle Reebok's developer and manufacturer is Umberto Ciccolella, long-time aerobics guru from SportsClub LA.*

## American Council on Exercise Credentials

The American Council on Exercise (ACE), the nation's largest certifier of personal trainers, recommends that your in-house instructors first earn an ACE credential as a Group Exercise Instructor and then take the cycle manufacturer's course of your choice. ACE also recommends you have both male and female instructors, since men who refuse to take aerobic dance classes are flocking to cycling classes around the country.

## Some Considerations

The exercise equipment industry is notoriously competitive and the indoor cycling class trend is no exception. Each of the four key providers offers relative merits, but the right choice for you should be the result of your



careful shopping. Be sure to ask about additional costs including shipping, inside delivery, installation and applicable sales tax. Here are a few thoughts to keep in mind as you evaluate them:

■ **Cycle Reebok:** The Reebok Studio Cycle is manufactured by Fitness Associates in Santa Monica, CA and marketed by both Fitness Associates and its distributor, Cross-Conditioning Systems, in Boulder, CO. All Cycle Reebok product design and programming is reviewed and approved by Reebok International's research scientists at Ball State University and the University of Colorado.

When you buy the Cycle Reebok, you gain access to Reebok marketing support and Reebok University's Master Trainer Network, the nation's largest. The Reebok Select Committee trains and certifies all Cycle Reebok instructors.

■ **Schwinn Spinning:** This is the original indoor cycling program with a loyal following among cycling purists. Schwinn has big installations at the American Express Headquarters in New

York City and at the Bo Jackson Fitness Center at Nike Corporation in Oregon. Spinning is now offered in more than 180 health clubs nationwide.

■ **Keiser Power Pacing:** Power Pacing is Keiser's first step into the aerobic conditioning arena. Their strength training equipment is popular with mature adults in particular and the company is positioning Voight as an appeal master trainer to the Baby Boomers. On the other hand, Keiser's tough "Race-and-Pace" program is challenging for even the fittest cyclists. Sales and marketing manager, Colin Milner is an industry veteran who has focused on providing exceptional marketing materials to support the workout programs.

■ **Life Fitness All Body Cycling:** The newest entry into the indoor group cycling product category is the Life Fitness All Body Cycling program. The company has added light handweights and rubber exercise bands to their popular upright and recumbent Lifecycle bikes and written programs around them. The recumbent bikes are specially attractive to less fit people, though the bikes are more expensive. Life Fitness' high-tech computerized machines, cost \$2,700 with a 10-bike minimum purchase.

Another plus to the All Body Cycling program is that the bikes can be used anytime by individuals outside of a group workout.

## Final Considerations

Remember that indoor group cycling is a new fitness trend. While hundreds of commercial health clubs and a solid handful of corporate fitness centers use it today, success will depend on whether or not classes prove motivating and challenging in the long-term.

No clinical research yet compares the concrete fitness benefits of any one of the programs over the others, nor is there any broad-based research that evaluates indoor cycling classes as more or less productive than any other group aerobic activity. As the competition for sales by each company increases, you can expect some independent research to appear.

## Contacts:

Cycle Reebok, Umberto Ciccolella (310) 828-6997  
Paul Leroue, Cross Conditioning Systems (800) 344-0444  
Keiser Power Pacer, Colin Milner (800) 336-8133  
Schwinn Spinning, Tracey Harvey (800) SCH-WINN  
Life Fitness All Body Cycling, Jay Megna (800) 735-3867

*Dr. Thomas Deters is associate publisher, Prime Health & Fitness Magazine, Woodland Hills, CA.*



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# Leave Your Money at Home!

by Wendy Kozuback and Patty Schlueter

**Afternoon munchies got you down? Don't have a dime in your pocket? No problem! With a debit card system in place, cash on hand is no longer necessary at the Motorola Hospitality Group operations.**

**T**he debit card system is a cashless system that allows customers to budget their money and frees them from carrying coin or cash for their daily purchases. This system provides a similar service to that of credit and bank cards, as today's business is becoming cash-free.

Two different cards comprise the system: The Value Card may be purchased by employees at Cash to Card machines installed throughout each facility. These machines accept \$1, \$5, \$10, or \$20 bills and will transfer the dollar value to the card.

The Recognition Card may be purchased in any quantity and dollar value by departments for recognizing and rewarding employees. The department is billed internally for cards purchased, another cashless transaction.

## **Purpose and History**

The Motorola Hospitality Group is comprised of food service (Food Works), the employee stores (Pizazz) and vending (Refreshment Services). The purpose of implementing the debit card system was to reduce cash handling, improve audit tracking and provide better customer service in all operations. The system was first implemented and piloted in 1993 by Food Works when the card was initially used in Food Works cafes and all

vending machines. The cafes continued to accept cash, while the vending ma-

chines were retrofitted for debit cards only. In 1995 the debit card system was introduced in the Pizazz stores as a form of payment, in addition to cash, check, Mastercard and Visa and department charge.



## **Equipment**

Implementation of the debit card system requires four components:

- **Cash to Card Machines:** To allow the employee to purchase or add value to a Value Card.
- **Card Readers:** To deduct the amount of purchase from the employee's card. In the cafes the reader is linked to the point-of-sale (POS) system. In the stores the reader is not compatible with the POS system but is easily controlled with a keypad terminal.
- **Data Collectors:** To collect and transfer the transactions from Cash to Card and vending machines to accounting reporting system.
- **Cards:** Value Cards to stock machines for employee purchases, Recognition Cards for purchase by departments.

## Marketing

A number of unique marketing and promotional concepts can be used in conjunction with the debit card. In quantities of 10,000, the card may be imprinted with a logo, a picture, a design, a mission and vision statement—the possibilities are endless. To introduce the debit card system, flyers can be

sent out plant-wide explaining the advantages of using debit cards. As an incentive to spark initial usage, complimentary debit cards with a token value (\$1-\$2) may be distributed to employees along with a Value Card packet, containing a plastic card holder, a booklet explaining the program and a map of the locations of Cash to Card machines. Also, cards with higher values may be interspersed with the token value cards to create a

“lottery” type of excitement for employees. The Cash to Card machines may be programmed to give an additional value with a purchase, such as a 5-cent bonus with a \$10 card purchase. They may also be programmed to dispense a certain additional value in a specified repeating pattern; for example, every 100th customer receives an additional \$10 on his/her value card.

## Advantages to Customers

The customers of the debit card system encompass two groups: the employees and the departments.

Employees enjoy:

- **Speed:** Cashiers can assist customers more efficiently as the change-making process is eliminated.
- **Accuracy:** Human errors in making change are eliminated. Vending machines are rarely out of order since foreign or bent coins no longer jam machines.
- **Convenience:** Customers no longer need to carry purses to break or lunch. There is no need to carry loose coins or have exact change for vending machines.
- **Budgeting:** Customers may use the card as a budgeting tool to track and monitor weekly purchases.

Departments benefit from the following advantages:

- **Recognition:** The debit card is a special way to reward team contributions, allowing the employees to select exactly what they want.
- **Convenience:** Recognition cards are ordered and billed internally.
- **Speed:** Cards are delivered within 24 hours.

## Advantages and Disadvantages

Our store team has realized many advantages from the acceptance of debit cards. The reduction in cash handling has resulted in time savings, improved accuracy and increased ease in cash and sales reconciliation. The use of Recognition Cards has greatly reduced our acceptance of department “funny money,” certificates printed by each department and redeemed for the face value in the stores. Reconciling and tracking these department certificates for nine stores has been a large chore. Now, time savings and an improved audit trail have been achieved.

We have encountered only two drawbacks. One is that customers tend to accumulate multiple Recognition Cards for large purchases. Since the value of each card must be redeemed, it can make for a lengthy transaction and can frustrate other customers waiting in line. Secondly, occasionally the system does encounter mechanical difficulties, but these are readily repaired by our in-house vending department.

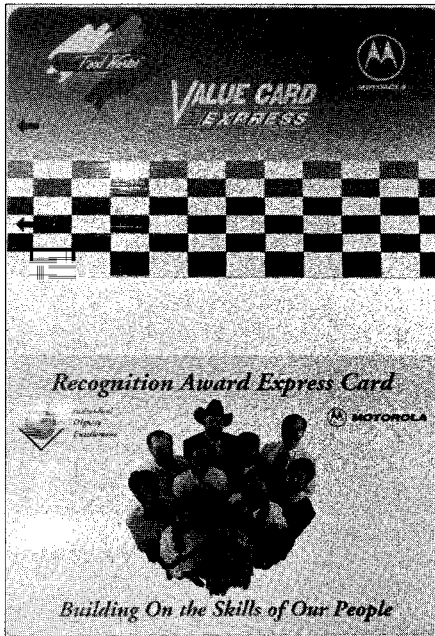
## Conclusion

Overall, the debit card system has proven to be beneficial for the customers as well as the Motorola Hospitality Group operations. Customers enjoy the freedom from carrying cash and the increased speed in moving through the cashier lines. The Hospitality Group operations have realized time and cost savings from the reduction of the amount of cash handled. Implementing the debit card system has brought us one step closer to fulfilling our vision, to consistently exceed our customers' expectations.



*Wendy Kozuback is the marketing specialist for the Motorola Hospitality Group in Arizona.*

*Patty Schlueter manages Motorola's 10 Pizazz Employee Stores in Arizona.*



Wendy Kozuback



Patty Schlueter

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## Editorial Index

### Features

Addressing Work/Life Issues, Mary Ann Larkin, CESRA and Mary Ann Girimonte, October, p. 8

Back to Basics: Developing & Enhancing An Employee Services Program, March, p. 12

Benchmarking: An Effective Change, Jim Staker, February, p. 12

Challenge Courses Build Stronger Working Teams, Carol Steinfeld, May/June, p. 19

Charitable Giving: Make It Work For Your Business, Richard Ensman, Jr., July, p. 17

Contractual Services: Solutions to the Risk Management and Quality Service Dilemma, Garth McHattie, Ph.D., January, p. 13

Dedicated to Enhancing Employee Quality of Life, Karen Beagley, March, p. 14

Demographics Are Key Ingredients to Creating A Successful Program, Rod Brutlag, March, p. 9

Employee Services' Role in Recruiting and Retaining Employees, Roger Lancaster, April, p. 9

Expectations of the '90s Intern, Brad Wesner, Ph.D., April, p. 21

Go For It! You Can Create That Discount Program, Ron Peterson, February, p. 15

Going, Going, GONE! Sold to the Highest Bidder, Beverly Weiss, CESRA and Ann Denise Jameson, CESRA, March, p. 19

Holiday Happenings, July, p. 8

How to Start A Travel Program and Make It Sail!, Karen Beagley, September, p. 31

How to Use the News Media to Your Advantage, Al Rothstein, April, p. 6

Important Documents Vital With Elder Care, Joy Loverde, October, p. 19

Influence—Portable Power for the 90s, Elaina Zuker, September, p. 4

Maintaining Employability, Robin Holt, May/June, p. 6

Management Mastery: Making Mistakes Meaningful, Marc Hardy, July, p. 6

National Academy of Human Resources Installs 1995 Class, January, p. 16

No-Cost, Low-Cost Employee Services, Cynthia Helson, January, p. 6

Recognition Reaps Rewards, Bob Nelson, August, p. 21

Recreation in the New Millennium, Derrick Allan Crandall, May/June, p. 9

Regenerate the Spirit in Your Organization: Send a C.A.R.E. Package, Barbara Glanz, January, p. 17

Revenue Generating Ideas, August, p. 28

Save Your Company \$\$\$, Calene LeBeau, M.A., CCC-SLP, March, p. 6

Service Award Update, Cynthia Helson, August, p. 26

Stop Theft and Fraud and Add to the Bottom Line, Arthur J. Bourque, III, November/December, p. 4

Striving for An Untarnished Image, Joe Bannon, Ph.D., April, p. 33

Survival Skills for a Changing Environment—Creative Ways to Differentiate Yourself in the Workplace, Barbara A. Glanz, October, p. 4

Team Up: Surviving Corporate's Changing Environment, David Dale, M.S., CESRA, May/June, p. 25

The Dos and Don'ts of Travel Safety, Richard Ensman, Jr., March, p. 24

Tips To Make Clearing Customs A Breeze, Uniglobe/ Are You Traveling, October, p. 21

Tips to Planning the Perfect Group Cruise Experience, Holli Will and Scott Will, January, p. 11

Trends in Human Resources, Michael R. Losey, SPHR, November/December, p. 9

Workforce Literacy Adds to the Company's Bottom Line, Celia Sheneman, April, p. 15

You Get What You Play For, John Ricks & Jennifer Simmons, September, p. 17

▼  
**Employee**

**Services**

**Management**

**1996**

**List of**

**Articles**

## **NESRA Features**

Be Prepared to Do Business in  
NESRA's Exhibit Hall, March,  
p. 20

High Numbers Rolled at  
NESRA's Conference, July,  
p. 20

How I Spent My Summer  
Vacation, Bud Fishback,  
CESRA, November/  
December, p.21

National Employee Services &  
Recreation Association's  
1995 Annual Report, August,  
p. 4

NESRA Celebrates Its 55th  
Anniversary!, February, p. 6

NESRA Proudly Presents Its  
1996 Employer of the Year  
Eric B. Munson, CEO of UNC  
Hospitals, April, p. 27

NESRA's 55th Annual Confer-  
ence and Exhibit Preview,  
February, p. 18

NESRA's 1996 Awards of  
Excellence Program Presents  
Award Winning Employee  
Programs, August, p. 8

NESRA's 1996 President Gloria  
Roque, RVESRA, Says She'll  
Focus on Getting Members  
What They Need, January,  
p. 19

NESRA's 1996 Buyer's Guide  
and Services Directory,  
November/December, p. B1

NESRA's Foundation Focuses  
on Powerful Book for  
Employee Services,  
February, p. 25

NESRA's Home On the World  
Wide Web, Scott  
Aemisegger, September,  
p. 24

Readers Rate ESM With High  
Marks, July, p. 24

Staying In The Loop With  
ES&R: NESRA's 56th Annual  
Conference & Exhibit,  
September, p. 8

Staying in the Loop With  
ES&R: Speaker Highlights  
November/December, p. 14

## **Employee Store**

Trends of the \$196.8 Million  
Employee Services Market,  
October, p. 22

A Turnaround for Home Safety  
Products, John Felak,  
CESRA, August, p. 31

Computer Accessories Can  
Have Giftware Appeal,  
Christopher Gigley, May/  
June, p. 33

Designing Special Promotions,  
Marge Albrecht, July, p. 31

Getting Down to Business Can  
Make All The Difference,  
Cynthia Helson, March, p. 33

Leave Your Money at Home!,  
Wendy Kozuback and Patty  
Schlueter, November/  
December, p. 29

More Employee Stores  
Continue to Open,  
September, p. 39

Negotiating With Suppliers:  
Getting What You Need and  
Want, Kit Welchlin,  
February, p. 29

Selling Logo Items, Cynthia  
Helson, October, p. 27

Selling Office Supplies  
Conveniently & Efficiently,  
Paul Cormier, ACS, April,  
p. 41

The Right Combination of  
Talent and Charm, Cynthia  
Helson, January, p. 28

## **Health Promotion**

Accessibility Guidelines and  
Considerations for Sports  
Facilities, Craig Ross,  
Kathryn Bayless and  
Jacqueline Puterbaugh,  
May/June, p. 28

Choosing the Right Equipment  
for Your Fitness Center, Tom  
Deters, April, p. 36

Getting Rid of Body Fat: What's  
The Real Story?, Viveca  
Jonsson, August, p. 29

Healthy Holiday Incentive  
Programs, Joyce Bengston,  
MA, July, p. 27

How to Motivate Sedentary  
Employees: A Simple,  
Three-Step Approach, Tom  
Deters, DC, February, p. 27

Indoor Cycling Classes, Dr.  
Thomas Deters, November/  
December, p. 25

Plenty of Themes Can Make  
Programming Fun, American  
Society for Health Care  
Marketing and Public  
Relations, January, p. 24

The Surgeon General's Report,  
Catherine Winters, October,  
p. 29

What Is Medical Self-Care &  
How Do You Educate  
Employees About It?,  
Richard Miller, Ed.D., March,  
p. 28

While You're Taking Care of  
Others, Who Takes Care of  
You, Rita Emmett,  
September, p. 35

## **Hands On**

Committee Senses Need for  
Change and Takes Action,  
Deana Kendall, April, p. 52

Employee Bike Inspections,  
Ken Giannotti, July, p. 40

Enhance Worker Value: Profits  
Likely to Follow, Challenger,  
Gray & Christmas, Inc.,  
September, p. 48

Increased Accessibility:  
Helping Employees Cope,  
Veda E. Ward, October, p. 36

IRS Bearing Down on Indepen-  
dent Contractor Status,  
Karen Olson, February, p. 36

Making Lunchtime Funtime,  
January, p. 36

Making the Most of Your  
NESRA Contacts, Patty  
Stern-Weiner, May/June,  
p. 40

Planning the Popular Hunt,  
Diane Bell, March, p. 40

Taming Technology: The Age  
of the Internet, Scott  
Aemisegger, Nov/Dec., p. 36

Why Volunteer?, John Schmid,  
RVESRA, August, p. 40





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(continued from page 36)

Microsoft provide outstanding browser software (and upgrades) free of charge from their internet sites.

- **Search Engine:** A large internet database similar to a "Yellow Pages" that will identify URLs by various methods including name, subject and description. Yahoo, Lycos and Alta Vista are among the most popular search engines.
- **Home Page:** The first page of an internet site. It usually provides basic information about the site and contains links to related pages within the site.
- **Modem (modulator/demodulator):** A peripheral device that sends and receives information from your computer, via telephone lines, to other computers. Such modem rates of speed (baud rates) as 14.4, 28.8 and 33.6 are commonplace. Newer or faster technologies such as T-1, T-3 phone lines, ISDN, and cable modems will allow your computer to send and receive information (especially graphics and video) at an increased rate of speed.
- **Access Provider:** A service that offers phone line access to the internet. The monthly subscription price is typically \$12-\$25 per month. Most access providers are phone companies (AT&T, Bell Cos.), cable companies (TCI, Comcast), and large resellers (IBM, UUnet).
- **Internet Service Provider (ISP):** A firm that provides value-added goods and services within a self-contained internet site, for a monthly fee. Prodigy, Compuserve and America OnLine are examples of an ISP. Typically, most of the services within these sites are available on the internet at no cost. These sites are usually for beginners or infrequent users.
- **Internet Content Developer:** Software companies that develop internet sites for individuals and businesses. Typically, they "host" the site on their computer/server and provide links for customers to the internet.

Good Luck and Good Surfing!!



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# The Age of the Internet

by Scott Aemisegger

**A**re you prepared for the coming onslaught of the internet? Are you prepared for how it will change your life? Do you understand the terms and how it works?

So you think the computer age will pass you by? Maybe the internet is a passing fad? Not a chance! It's here to stay and it will revolutionize all our lives! As an employee services specialist, you will have access to important information on any topic, 24 hours a day. You will have instantaneous communication links to others in your field. In addition, you will be able to provide outstanding discounts on products and services for your employees.

Currently, estimates of users on the internet in the U.S. range from 10-15 percent. With the advent of new products that attach to your television, these estimates are expected to climb to 80 percent by the year 2000. WEBtv, a new product distributed by Sony and Philips, is such a product and will be available for the holiday season! It retails for under \$350 and will probably be under \$200 within a year. This attachment will allow you to "surf the net" on your television by remote control. This and other similar products will make the internet as commonplace in your home or office as the toaster or microwave.

So, when the subject of the internet next comes up...Don't be a "Nabob of Negativism" Embrace it!...Learn it!...Love It!!

## Glossary of Terms

The following is a starter's guide to the important terms and phrases related to the internet. By learning these basics you too will be prepared for the next great internet debate!

- **Internet:** A collection of interconnected computers that communicate with each other using telephone lines, fiber optic cable and satellite links.
- **World Wide Web (www):** The shared information system (graphical interface) that is predominantly used by these computers to

interact with each other. The World Wide Web supports almost every internet protocol (data transfer method).

- **Hypertext Mark-up Language (HTML):** The predominate software language that is used to develop internet sites. "Java" is a new, upgraded software language that allows greater speed and versatility and more features within an internet site.
- **Hypertext Transfer Protocol (http):** A system that interconnects (links) documents so a user can easily "jump" from one internet site to another. Most internet sites begin with "http" and therefore, allows the user to quickly transfer to other internet sites with the same prefix.
- **Domain Name System (DNS):** The DNS describes each section of an internet site. Each section is separated by a period. The right-most domain describes the type of site: com (commercial), org (organization), gov (government), and edu (education). It may also describe a geographical location if outside the U.S. The next domain to the left is the name of the entity that owns the site. The domains further left (one or more) identifies the computer network or shared information system. For example: www.nesra.org—org. identifies this site as information oriented; nesra identifies the entity and www is the information system.
- **Uniform Resource Locator (URL):** The address for a site on the World Wide Web. The NESRA URL is www.nesra.org.
- **Server/Host:** A remote computer that handles requests for data, E-mail, file transfer, and other network services. Every internet site is "hosted" on a computer.
- **Browser:** A software program that displays hypertext documents (http) over the World Wide Web. By identifying the internet address (URL) of a specific site (as described under "http") a browser will locate and display it on your computer. Netscape and

(Continued on page 34)

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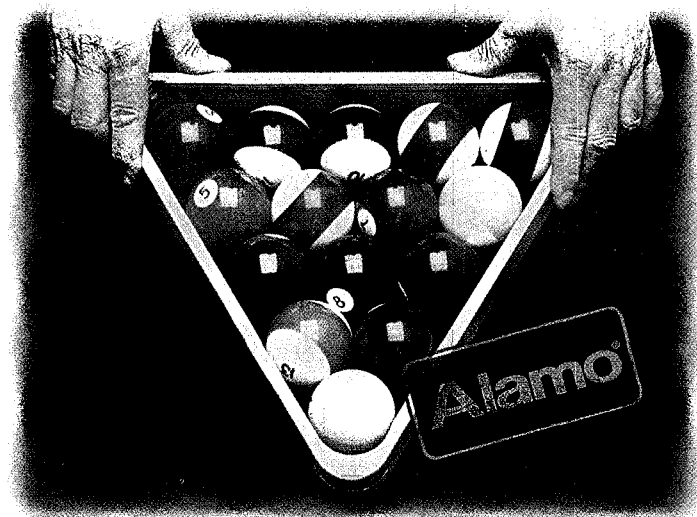
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